

THE GINNESSAINCE & RESURRECTION OF JENEVER

Understanding the role of tradition in firms during the 21st century

A case study of Schiedam's gin & jenever industry



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ABSTRACT

The jenever and gin industry of Schiedam has faced a turbulent environment throughout its entire history. With the recent uproar of popularity surrounding the new gin trend, consumers have been increasingly seeking for the tradition behind the product. This search for tradition pathed a way straight to the doors of Schiedam. Thanks to the ‘ginessaince,’ the jenever industry in Schiedam has presently found itself facing a resurrection.

The jenever and gin production has been recognized as a traditional craft in the city of Schiedam. In fact, Schiedam is one of the few regions in the world where the production of jenever is protected under the European Union’s PDO. On the other hand, in order to maintain a strong presence in the spirits market, the firms in this industry find themselves facing challenging times where imperative considerations have to be taken in order for this new trend not to turn into a fad, but rather to allow the industry a chance to seize this opportunity in order to jump back in the global market. Therefore, a dedicated study allows for a better understanding of the presence of tradition in the current environment presented in this industry.

Taking this into consideration, the research seeks to study the role that tradition plays in the firms of the jenever and gin industry of Schiedam. To conduct a successful study and better understand the role of tradition in the firms, the research will focus on specific themes such as innovation, place, and resource-based market structure, while observing why and how they are intertwined with tradition. By relying on a holistic approach, this research will build upon theoretical framework based on concepts such as resource-space market structure, Innovation Through Tradition, as well as the importance of terroir and cluster in the food and beverage industries. In order to do so, the research uses qualitative methods designed with in-depth interviews, involving seven major stakeholders of the jenever and gin industry of Schiedam, with aims of achieving a thorough analysis for the results of this specific case study. In addition, the findings of this study will allow for similar cases and industries to understand the implications that tradition may have in the firms involved. The outcomes of this research prove the vital role that tradition has in the gin and jenever industry of Schiedam, as well as its implications on a firm level (i.e. branding, place, marketing, production & innovation process) and on an industry-level (i.e. competition and cooperation).

Keywords: *Tradition, Place, Innovation, Market Structure, Dynamics*

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1- INTRODUCTION

The city of Schiedam in the Netherlands nowadays is recognized by its tall windmills spread all over its landscape. Strolling through the streets of this city, located just a little west from Rotterdam, it is almost hard to tell that during the 17th and 18th century, the city of Schiedam was known as the jenever capital of the world. Yet, with its prime position for having easy access to open water, the import and export of raw materials, as well as the final products of jenever and malt



Picture 1 Traditional Windmill of Herman Jansen

wine, allowed this city to create a stronghold on the jenever industry. Despite the glory days that it faced, Schiedam's notoriety as jenever capital also encountered numerous obstacles, which then led to a steady economic decline for the jenever industry, while simultaneously seeing an increase to its successor, or as many historians recognize the particular era as, the 'Gin Craze.'

Given the current, increasing, interest for gin products by consumers all around the world (Wallace, 2018; Pratt, 2019), it is imperative for a research to uncover the understanding of the role that tradition may have had in this industry regarding the local production of jenever and gin. Moreover, by observing tradition's role in a firm, further understanding can be highlighted on the importance of clustering in a specific place, and how this may affect the dynamics from an industry-level.

This turbulent environment that the distilleries of Schiedam faced in the past three-centuries saw the city going from a rapid growth of distilleries between 1795 and 1881 which went from 188 to 392, to an enormous decrease which resulted to around 15 by the end of the 20th century (Janmaat & Van der Weerd, 2018), of which only a few of the traditional ones are still running today. This unfortunate era was quite disastrous for many of the distilleries in Schiedam, and the few that remain switched their focus of production from jenever to other products.

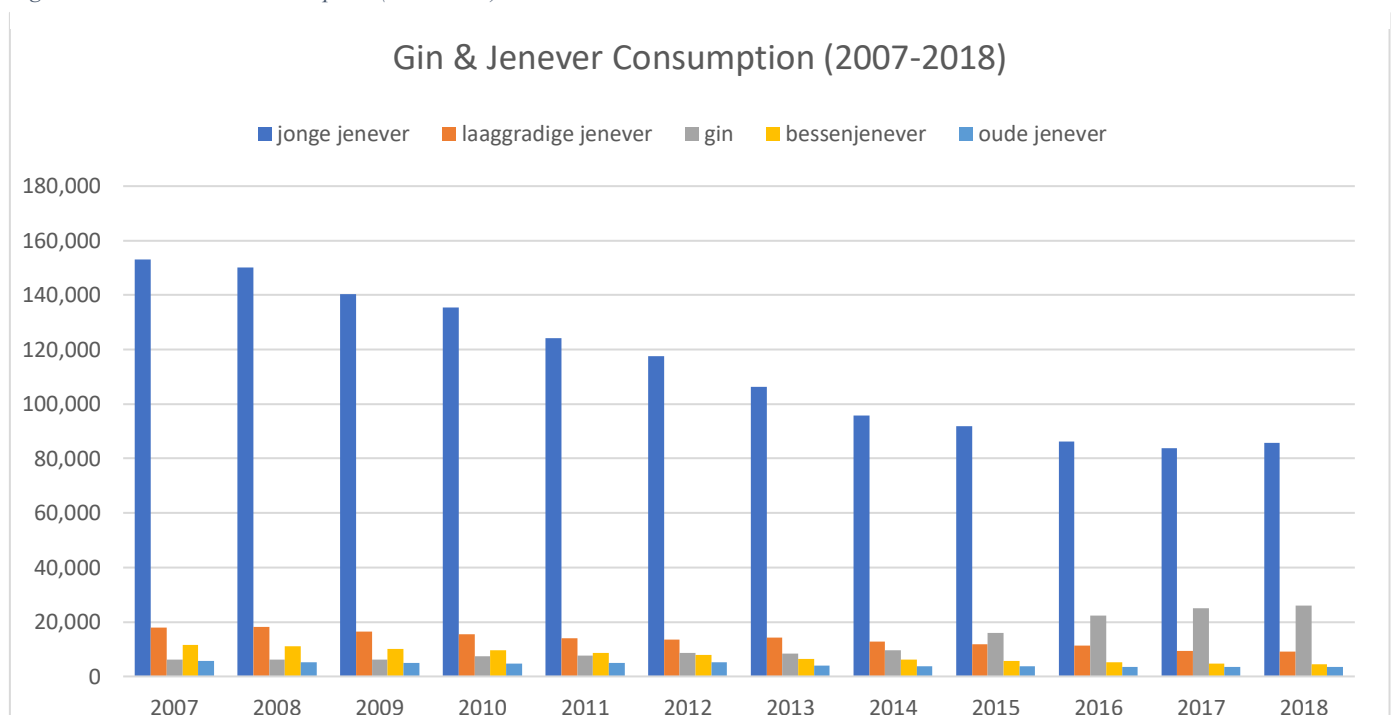
In recent years, the gin industry has encountered a worldwide, truly global, re-trend that is only comparable to Great Britain's Gin Craze which occurred in the first half of the 18th century (History, 2019). In fact, according to the *Telegraph*, a report from the Wine and Spirit Trade Association has demonstrated that between the years of 2009 and 2018, the sales of gin in the U.K.

have tripled, accounting for 68% of value growth in the spirit sector, and the number of distilleries went from 152 to an astounding 315, dubbing this modern growth as the ‘ginessaince’ (Wallace, 2018; Pratt, 2019).

Even though observing this ‘ginessaince’ effect in the United Kingdom is an admiring and interesting topic of itself, what is more astounding is that the United Kingdom only came fourth on the average volume of gin consumed per capita in 2017, right after the Netherlands (Armstrong, 2019). In fact, after Spain, the two countries holding second and third place in this list are Belgium and the Netherlands. Interestingly enough, these two countries also have another specificity in common concerning gin, they are both known as the originators of jenever, as well as being the only two countries which the entire nation is protected under the European Union’s designation of origin (European Union, 2008).

Moreover, according to financial figures accumulated by Spirits NL, between 2008 and 2018 the consumption of gin saw exponential growth from 6,216 hectoliters to 25,916. This growth was also seen by the jump it made from being the 12th most consumed spirit in 2012 to the 9th by the end of 2018, and now accounting for 4.3% of total spirit consumption. On the other hand, regardless of the steady decline that the young jenever has had since 2007, going from 153,194 to 85,811 in 2018, its decline on the ranks of most consumed spirits in the Netherlands went only from first to second place, just under whiskey. Moreover, it still accounts for 14.3% of total spirit consumption, making it amongst the most popular spirits in the country. These figures are further demonstrated on the chart in Figure 1. (Kerngetallen - Spirits NL, 2019). Along with this increase of gin sales, and the predominance of jenever consumption, Schiedam also faced a resurrection with

Figure 1 Gin & Jenever Consumption (2007-2018)



old firms going back to their traditional jenever production, as well as new entrants joining the spirits market of Schiedam.

Fast forward to recent times, a few of the traditional distilleries that were founded in Schiedam, and which survived the unstable centuries the jenever industry had to face, are back in the market producing gin and jenever. These distilleries are De Kuyper (1695), Nolet (1691), Onder De Boompjes (1658), and Herman Jansen (1777). What these distilleries also have in common is that they all enjoy long-standing family history, whether they are still family-owned and around their 10th generation now, or uphold the family name and tradition in their product. On the other hand, the recent 'ginissance' also introduced some new players in the gin and jenever market, for example, Loopuyt, CATZ, Bobby's, and Old Schiedam. Although these entrants joined the market with different goals and in diverse ways, whether they joined forces with one of the traditional incumbents or they took an entrepreneurial route, they all share the tradition of jenever and the city of Schiedam.

1.1- Topics & issues

The research at hand is going to examine the current resurrection of the jenever and the rapid growth of the gin industry by focusing on multiple topics that have been brought into discussion in past and recent studies on various beverage industries, such as the case of champagne and craft beer. The first topic that will be discussed in this research regards the use of *tradition* and *innovation* in a firm. The term 'tradition' will be defined as things that relate to the past in terms of knowledge, materials, beliefs, values, and manufacturing processes (Petruzelli & Albino, 2012). While 'innovation' usually is perceived to be focused on the creation of modern value and novelty (Crossan & Apaydin, 2010). By approaching these two terms separately, as well as elaborating a specific set of questions for the interviewee, the research will demonstrate the extent to which the two concepts are taken into account and associate in a food and beverage firm. For further understanding, such firms are found in the cultural industries. According to Gaëtan Tremblay, the expression 'culture industry' was coined by two scholars named Theodor W. Adorno and Max Horkheimer in 1947 in order to respond to the threats that were posed by the use of industrial reproduction techniques for the creation and dissemination of cultural work (2005). Quite eloquently, the spirits industry faced the same threats, as the craft of distilling and producing local products such as jenever have been corrupted by the use of industrial production methods for mass distribution.

Moving forward, the second topic this research will concern *place* and *terroir*. Many studies have focused on the use of a specific territory in creating greater value for the firms' product (Charters & Spielmann, 2014; Spielmann & Gélinas-Chebat 2012; Spielmann & Charters, 2013).

Considering that Schiedam was known as the jenever capital of the world, as well as being protected under the European Union's designation of origin, and the recent emergence of new firms in the city, it is imperative to understand the role of 'place' and 'terroir' in these cultural firms. Furthermore, with the importance of 'place' and 'terroir,' comes the concept of the cluster. Past scholars have proposed that to maintain the integrity of a specific terroir and therefore to sustain its value for the products, the firms located in the cluster have to have great synergy (Charters, Spielmann & Babin, 2017).

The concerns on synergy between the firms in the 'terroir' leads to the final topic of this research, the market structure of the gin and jenever industry in Schiedam. Understanding that a 'terroir' has to have great synergy in order to work, this research will observe the dynamics between the firms in this industry, especially regarding the entrants and the incumbents. This topic follows a conclusion made by Van Witteloostuijn and Boone (2006) where they refer to a specific structure they call a 'tailed resource space,' which is described as "a relatively resource-abundant centre of similar or related resources, surrounded by tails of dissimilar and relatively scarcer resources" (p. 414). According to the scholars, this type of resource space has been witnessed in the American beer brewing industry, consisting of a large market centre with mass-produced beer and smaller peripheral tails for special products. Although, little research has been conducted about the conditions and performances of small specialist firms when entering, competing, and potentially thriving within the market centre after resource partitioning occurs (Verhaal, Hoskins, & Lundmark, 2017).



Picture 2 Traditional Glass of Jenever from Jenever Museum

Furthermore, concerning the jenever and gin industry of Schiedam, the market has been witnessed to be divided in such segments since the 1900s, where the central market segment focused on the mass-produced homogenous products, while the peripheral tail segment consisted in a highly specialists jenever production methods which focused on tradition and authenticity. In the former, a low degree of specialization made it possible to fully automate the production process of the jenever which in return meant that the economies of scale and cost reduction were predominant. Furthermore, this resulted in various distilleries working together within distribution networks. On the other hand, in

the latter, the heterogenous market represented in the tailed segment, the production methods were regarded as extremely labour intensive, and resulted in a lack of economies of scale (Janmaat & Van der Weerd, 2018). The observation further exemplifies similarities to the literature regarding resource space and market structure, while demonstrating legitimate reason to investigate this case in regards to tradition.

With this understanding, this research will study the resource space and structure of the jenever/gin industry in Schiedam by diving into literature that focuses on the use of tradition in innovation processes, the importance of place & terroir in beverage industries, and resource based market structure, as well as the organizational forms. Related industries, such as breweries in the U.S. and wine regions in Europe, have previously focused on these aforementioned themes. Therefore, the researcher expects the perspective to be very well suited for this study, and an interesting case to investigate.

1.2- Objectives

The objective of this research is to investigate the aforementioned topics of tradition and innovation, place and terroir, as well as the dynamics in the market structure of the gin and jenever industry. With these topics at hand, the aims of this research are threefold. Firstly, it will be to understand the extent to which tradition is being taken into account in the firms' innovation process, as well as seeing what value tradition can give to a cultural product. Secondly, the aim will be to understand if the place of origin ('terroir') is of any importance to the firms in the gin and jenever industry, and if so, why it is relevant for the firms to be located in Schiedam. Thirdly, the aim will be to understand the extent to which the dynamics between the firms in the market of gin and jenever affect the entrants, as well as the incumbents. Lastly, these topics will also allow the researcher to understand what implications the resurrection of the gin and jenever industry will have on the city of Schiedam and why.

Considering that such a research has not been studied in the past, with the conclusion of these objectives, this research will add to the theory regarding tradition's role in the beverage industry, as well as on topics that concern resource space and structure, the importance of place & terroir, and industry-level dynamics. Furthermore, the research will develop insight useful for companies that are not only involved in the jenever and gin industry of Schiedam, but any beverage industry that concerns a traditional product. The personal aim of this research will be to understand the extent of how tradition can play a role in the success of a beverage firm while keeping in mind innovation. Finally, it will also inform policy about the role of place and craft beverage production for the local economy.

1.3- Relevance

Previous research has focused on *tradition* and *innovation*, *place* and *terroir*, as well as the *dynamics regarding resource-based market structure*. These topics have been studied within the fields of cultural industries, especially concerning the food & beverage sector. However, no specific research has been conducted on the current growth witnessed in the gin and jenever industry of Schiedam, and the implication it may have on the city. Therefore, this thesis will contribute to societal and academic relevance in the following ways.

1.3.1- Academic Relevance

The academic relevance of this thesis relates to, specifically, Innovation Through Tradition (ITT) by De Massis et al. (2016), as well as other researches conducted regarding the use of tradition for innovation in the food & beverage sector (i.e. Petruzzelli & Salvino, 2014; Lampel, Lant, and Shamsie 2000; Lounsbury and Glynn 2001; Perretti and Negro 2007; Khaire and Wadhvani 2010; Negro, Hannan, and Rao 2011). Moreover, it will add to the theory regarding the use of 'place' and 'terroir' to create value for a cultural product (Charters & Spielmann, 2014; Spielmann & Gélinas-Chebat 2012; Spielmann & Charters, 2013). Lastly, it will add to the study of the dynamics in market structures (Van Witteloostuijn and Boone, 2006) with insight from a similar, yet distinctive industry, which was not discussed in prior research, the gin and jenever industry of Schiedam.

1.3.2- Societal Relevance

Regarding the societal relevance, this thesis will contribute in observing the future of the gin and jenever industry of Schiedam, as well as foreshadowing what the next step of this resurrection may be for the entrants, and the incumbents in the market. Furthermore, it will also depict what the future of the city of Schiedam could look like, and the implications this industry may have on it. Lastly, my research will also be relevant for any entrepreneur to understand the circumstances that they may face if they decide to enter Schiedam' market of gin and jenever during this resurrection.

1.4- Research Question & Structure

This research will be conducted through a qualitative study of the major stakeholders involved in the gin and jenever industry of Schiedam in order to achieve the aforementioned objectives. Moreover, with the aid of a theoretical framework and a thorough analysis of the in-depth interviews conducted, the research will aim to answer the following formulated research question:

What role does tradition have in the gin and jenever industry of Schiedam?

In order to coherently discuss the research at hand, and the specific scenario investigated in order to answer the previously stated research question, this thesis will be structured as followed.

The next section of this research will discuss the theories which concern the concepts relevant to this study, therefore creating the pillar to this thesis, the theoretical framework. The two sections that follow will observe the history of Schiedam gin and jenever production, as well as give an overview of the firms that are located in the city presently. These sections aim to give a clear setting and basic understanding for the relevance of this case study. Subsequently, the methodology of this research will be argued, shining a light on the reasoning behind the choice of research design, data sample, analysis and collection, while also explaining the validity and reliability of this research, along with its limitations. After that, the research will uncover all the findings of the in-depth interviews analyzed and compare them with the theoretical framework. Lastly, to wrap up this research, the conclusion will summarize these main findings and discuss the limits and implications of this research, while leaving a few notes regarding potential further studies.

2- THEORETICAL FRAMEWORK

2.1- Innovation & Tradition

As explained earlier, according to Tremblay, the term ‘culture industry,’ was coined by Adorno and Horkheimer (1947) in order to respond to the threats that were posed by the use of industrial reproduction techniques for the creation and dissemination of cultural work (2005). In addition, as explained by Wijngaarden, Hitters, and Bhansing (2019), the creative industries, which are used interchangeably with other names such as the cultural industries, can be considered industries that “have their origin in individual creativity, skill and talent and which have the potential for wealth and job creation” (DCMS, 1998). Moreover, the researchers also explain that, in the Netherlands the creative industries are known as industries focused on producing products that are the result of a creative labour (Wijngaarden, Hitters, and Bhansing, 2019; Rutten et al., 2004). Furthermore, intangible cultural heritage products are not limited to a “single manifestation and many include elements from multiple domains” and therefore, “it is difficult, if not impossible, to impose rigid categories externally” (UNESCO, 2003: p.3). In fact, the convention goes on explaining that the framework sets out to identify forms of intangible cultural heritage, including traditional craftsmanship, but the list it provides intends to be “inclusive rather than exclusive” and it is not meant to be “complete” (UNESCO, 2003: p.3). Therefore, with these definitions in mind, the production of spirits can as well be seen as part of the cultural industry as they are products that derive from ‘traditional craftsmanship’ (UNESCO, 2003: p.3) which faced a threat posed by the use of industrial reproduction techniques for its creation and dissemination (Tremblay, 2005).

Within the cultural industries, organizations in the culinary industry (food and beverage sectors) could easily be divided into two categories: traditional and innovative. Nonetheless, there has been a widely held misconception on the use of innovation and tradition, which led to defining these two phenomena on polar opposites of a spectrum. Although there are a plethora of definitions for ‘innovation,’ the two common features used to describe this word are value and novelty (Crossan & Apaydin, 2010). On the other hand, ‘tradition’ can be defined as things that relate to the past in terms of knowledge, materials, beliefs, values, and manufacturing processes (Petruzelli & Albino, 2012). With this understanding of the two phenomena, it is quite simple to assume that the two would find each other on the polar opposite of a spectrum. One has eyes towards the future, while the other remains focused on the past. Regardless of these definitions, studies have argued against this outdated understanding by demonstrating how ‘tradition’ and ‘innovation’ are actually intertwined.

In the business world, it is common knowledge that product innovation is vital for an organization's competitive advantage (Banbury & Mitchell, 1995; Calantone, Chan, & Cui, 2006).

According to older studies on innovation, relying on past knowledge can cause an organization to find itself path dependent, inflexible, with core rigidity, and conservative, resulting in a reduction of the organization's capability to innovate in a successful manner (Leonard-Barton, 1992).

Furthermore, the past is also considered a source of resistance towards the future and in return the organization may be a victim of senescence, or in other words, it may find itself exponentially losing market power with time (Barron, West & Hannan, 1994). The reason for these claims is that past knowledge can become obsolete and may not meet the current expectations and environmental needs (Sorensen & Stuart, 2000). Overall, according to these older studies, traditional knowledge could reduce the organization's value and usefulness in its product innovation, and therefore hamper development.

2.2- Search and combine

While there have been studies claiming that tradition may hamper development, there are other scholars that argue for the importance of tradition and past knowledge in the process of innovation. As eloquently argued by Petruzzelli and Albino (2012), the past is increasingly being recognized as a powerful tool for innovation advantages. According to Schumpeter, "innovation combines components in a new way, or ... consists in carrying out new combinations" (Schumpeter, 1939: p. 88). Similarly, other scholars argued that innovation refers to "the creation of any sort of novelty in art, science, or practical life that consists to a substantial extent of recombination of conceptual and physical materials that were previously in existence" (Nelson & Winter, 1982: p. 130). In accordance with these scholars, innovation has to do with the search and recombination of knowledge and processes, which involves the organization to scrutinize components that span across multiple domains in the attempt to create novel combinations (Henderson & Clark, 1990). In order to do so, if the organization follows the hostile view of using tradition in order to innovate, may lead the organization to develop a 'recency bias' which could lead the organization to be influenced to give exorbitant weight to more recent knowledge while neglecting the potential benefits that may arise from traditional knowledge (Capaldo et al., Katila, 2002). In fact, many researchers claim that a limited number of things are completely novel creations, these same researchers argue that the creation of new knowledge comes from the combination of already-existing knowledge (Cohen & Levinthal, 1990). Moreover, creating new combinations of already well-established and well-known resources and products can still be regarded as 'innovation' (Henderson & Clark, 1990). Research by Petruzzelli and Savino (2014) on Italian Haute Cuisine, suggested that the recombination of processes are a way of innovating by establishing non-traditional combinations using traditional components. The argument here is, that

innovation does not necessarily have to do with new technologies, but it could be manifested in a number of ways, such as the creation of a new meaning or a new production process.

The search and recombination approach to product innovation involving tradition has been argued to be very characterizing of the cultural and creative industries (Hirsch, 1972; Boxenbaum and Battilana 2005; Perretti and Negro 2007; Dell'Era and Verganti 2010; Messeni Petruzzelli and Savino 2014). The reason for this is because the products created within these industries usually combine technical functionalities with symbolic, aesthetic, experiential, and sensory content (Hirsch 1972; Pine and Gilmore 1999; Power 2002; DeFilippi, Grabher, and Jones 2007; Peltoniemi 2015). Moreover, the consumers of these products commonly have the need of "familiarity to understand what they are offered, and novelty to enjoy it" (Lampel, Shamsie, and Lant 2006: p. 292). The importance of involving tradition in product innovation within these industries is argued also by Hirsch (1972). The scholars explain that cultural and creative products are "non-material goods directed at a public of consumers for whom they generally serve as an aesthetic or expressive, rather than clearly utilitarian function" (Hirsch, 1972: p. 44). The key word here is 'experiential': these products are consumed for reasons that include fun, enjoyment and pleasure which are associated with the intangible experience that arises from the consumption, making them experience goods (Pine and Gilmore 1999; Lampel, Lant, and Shamsie 2000; Power 2002).

The upside of involving tradition with product innovation is that it allows the organization to give legitimacy, acceptance and distinctiveness to its innovation by using a product, process, recipe, etc... that has been previously distributed and accepted by society (Lampel, Lant, and Shamsie 2000; Lounsbury and Glynn 2001). Various empirical studies have brought to the fore the vital role that tradition has in facilitating the market consensus around a product innovation within the creative and cultural industries. For example, in Lounsbury and Glynn's study (2001), the scholars propose "a framework which focuses on how entrepreneurial stories facilitate the crafting of a new venture identity that serves as a touchstone upon which legitimacy may be conferred by investors, competitors, and consumers, opening up access to new capital and market opportunities. Stories help create competitive advantage for entrepreneurs through focal content shaped by two key forms of entrepreneurial capital: firm-specific resource capital and industry-level institutional capital" (p. 545). Moreover, another example was demonstrated by Perretti and Negro (2007) in their study which focuses on developing the hypotheses arguing that the combinations of both newcomers and old-timers in teams show positive relationships with innovation. Lastly, Khaire and Wadhvani (2010) conducted a discourse analysis which "revealed how market actors shaped the construction of meaning in the new category by reinterpreting historical constructs in ways that enhanced commensurability and enabled aesthetic comparisons and valuation"(p.1281).

Moreover, many scholars have recently recognized further potential benefits that tradition may have in product innovation developing. Firstly, and particular in the food and beverage sector, consumers tend to be looking for products that satisfy their needs to reclaim the past, looking back to less chaotic and unstable times, which is also referred to as the ‘nostalgia boom,’ as observed by scholars in recent studies (Brown, 2001). Secondly, using traditional knowledge in product innovation can also emerge positive feelings and legitimize the innovative functionalities of the product (Ryder, 2014; Wang & Wallendorf, 2006). Thirdly, scholars have found that using tradition in product innovation is generally considered more reliable for the quality of the product because these components have stayed in the market for a longer period of time, thus decreasing both risk of failure and utilization costs while simultaneously increasing productivity (Levinthal and March, 1993; Heeley and Jacobson, 2008) In fact, Kivenzor (2007) demonstrated that firms following an ‘innovation through tradition’ strategy tend to generate greater product sales at higher prices because consumers demonstrate greater propensity to buy traditional firms over new ones. Lastly, the heritage and traditional aspect of these strategies represent sustainability and longevity as a promise to the stakeholders that the performance and core values of the organization are authentic and true (Urde, 2003).

2.3- Dynamic Capabilities

Dynamic capabilities is defined as “the firm’s ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments” (Teece, 1986: p. 516). Dynamic capabilities play a vital role in enabling organizations to probe a specific tradition in order to create value for their new products (Giddens, 1990). This allows the organization to further turn these new products into a superior competitive advantage in the market by capturing greater value for them (Teece, 1986). Therefore, to understand dynamic capabilities, it is crucial to divide it into two sectors: value creation and value capture.

On the one hand, value creation is found to occur when the tradition can enable an organization to create strong and positive feelings attached to the product, thus increasing the value of it by implementing traditional knowledge and facilitating its legitimacy, as well as its likelihood of obtaining market acceptance (Ryder, 2014). Furthermore, by using tradition in the innovation process, organizations are able to position their new products in better defined temporal and geographic space, which in return stimulates experiences and memories as a response to the needs of product distinctiveness (Petruzzelli & Salvino, 2014).

On the other hand, value capture relies on the past ways of developing product innovation which is attached to a specific tradition that may have to do with either the firm and/or its territory (Hibbert & Huxham, 2010). Moreover, tradition is a highly idiosyncratic resource which is hard to

replicate (Kanter, 1995). For this reason, the firm is able to develop unique innovation characteristics, essential for competitive advantages.

2.4- “Innovation Through Tradition” (ITT)

De Massis et al. (2016) conducted a research regarding the use of tradition in the process of innovation, in order to create an in-depth empirical study on the phenomena which they coined as ‘Innovation Through Tradition’ (ITT). This product innovation strategy addresses the recency bias that occurs in the innovation management, while allowing organizations to set up new product functionalities based on the interiorization and reinterpretation of knowledge that comes from tradition of the firm or its territory (De Massis et al., 2016). The scholars argue that tradition is in fact not always an obstacle to innovation, which leads to a recency bias, but rather it constitutes a potentially valuable resources which could be used as competitive advantages for an organization by improving uniqueness, reliability and legitimacy.

The ‘Innovation Through Tradition’ strategy, according to De Massis et al. (2016) can be broken down in four: (1) sources that come from past knowledge, which includes the tradition of the territory or of the firm, (2) the forms of these past knowledges, whether they are codified (raw materials, manufacturing process, etc...) or tacit (assumptions, beliefs, values, etc...), (3) the types of product innovation strategy achieved by using past knowledge, either from innovation of product functionalities or meaning, (4) coming back to the key capabilities of using ITT strategy, reinterpretation and interiorization, which grant the sharing of traditional knowledge stocks across the organization and combining them with modern knowledge to create product innovation.

2.5- Place & Terroir

As discussed in the previous sections, the *terroir*, and the traditions that come from it, allow an organization to increase value to their product, if it is implemented correctly. Many scholars have conducted research on ‘terroir’ and the importance of place. In fact, just looking at history itself, the earliest indications of branding involved conveying a product’s origin. For example, the individually formed amphorae where wine would be stored would allow consumers to identify where the product came from (Nevett & Nevett, 1994). Moreover, the marketing practice of labelling products is used to comply with the consumers curiosity regarding the origins of the goods (Van Ittersum et al., 2003), which empirical evidence has demonstrated that this strategy is perceived as a significant attribute in the consumption of food products (Marcoz et al., 2016). Therefore, this lays the foundation for understanding how place, or terroir, has always played a vital role in shaping the value of consumption. Regardless, studies of place origin have not been of central focus in past research regarding mainstream marketing (Charters & Spielmann, 2014; Spielmann & Gélinas-Chebat 2012; Spielmann & Charters, 2013).

The importance of place in marketing strategies is that, unlike other marketing capabilities, a place cannot be duplicated. Each terroir found on Earth is in and of itself unique and usually the population that inhabits the territory shares an indigenous outlook on life that is found nowhere else. Therefore, a place can offer an advantage which other organizations outside the territory are not able to reproduce. Despite this, the organization, clustered with the other organizations offering similar products within the territory, have to maintain the integrity of the terroir in order to sustain its ability to create value for the products (Charters, Spielmann & Babin, 2017).

The study conducted by Charters, Spielmann and Babin (2017) distinguishes place resources (e.g. capabilities and branding) from the natural resources (e.g. geography). The scholars explain that an essential aspect of the place as origin is the concept of terroir. In other words, they argue that "the idea that the environmental and socio-historical characteristics of a place as used and interpreted by producers gives a unique, irreproducible shape to a product as the strongest geographically related competitive advantage" (Charters, Spielmann & Babin, 2017: p. 749). The research further explains that while in a marketing mix the 'P' that stands for place focuses on bringing the consumer to the place, on the other hand, terroir focuses on bringing the place to the consumers. In fact, the scholars explain that a deeper significance occurs by connecting product and place more intimately.

Furthermore, Charters and Spielmann (2013) argue that the concept of place attachment, or terroir, creates a form of two-tier branding structure. This means that the individual organizations benefit both from their own identity, as well as the collect territorial brand. In fact, the use of territorial brands must also keep in consideration the numerous actors within the territory, as they collectively shape the consumers' perception. These territorial brands are not deliberately created by a single organization, but rather they are evolved over time through a collective effort. The terroir only exists thanks to the co-creation of multiple actors. Moreover, the terroir relates to two themes in business: clustering (Porter, 1998, 2003; Scott) as well as co-opetition (simultaneous competition and co-operation) (Nalebuff & Brandenburger, 1997). According to Porter (1998), for terroir to develop effectively into a cluster, there has to be an interaction between the organizations with focus on both cooperation and competition which will result in maintaining the vigorous, information-based advantage for the cluster as a whole.

2.6- Origin Perception

As previously discussed, the product's origin is essential in creating consumer perception and behaviour (Papadopoulos & Heslop, 2003). In fact, it has been shown that the consumers' knowledge towards 'of origin' stereotypes the specific product and further serves as a signal for the brands' image as well (Gabriel & Urien, 2006; Maheswaran, 1994). Overall, the origin allows for

the perceptions of the consumers to shape their preference, images and beliefs (Knight & Calantone, 2000). Moreover, the use of labels of origin allows producers the opportunity to move from a price-based competition to an effective differentiation strategy (Riviezzo et al., 2016). Therefore, the use of terroir stereotypes, origins, label identifiers, product features, all mixed together creates a greater competitive advantage for an organization. Pertaining to this research, the categories of terroir stereotypes that organizations use to label the origins of their products, according to Charters, Spielmann and Babin (2017) are ‘Made in...’ products, and a legal designation, the ‘Protected Designation of Origin’ products.

2.6.1- Made in....

The former stereotype, ‘Made in...’ products, are the ones that originate from a specific place but have no indications regarding its quality or the materials used for production. These type of stereotypes provide signals for the consumers, at the very least, but are usually inconsistent between products (Deshpandé, 2010). The ‘Made in...’ stereotype can be applied for an unspecific range of areas, from as big as a country to as small as a commune. Furthermore, usually this stereotype does not specify a precise method of production, nor does it specify that the place of origin is essential to the product (Charters, Spielmann & Babin, 2017). The upside of ‘Made in...’ labels is that it is able to still capture the national place of manufacture and its related effects (e.g. reputation, image), therefore serving as a signal to consumers when they are making purchasing decisions (Gürhan-Canli & Maheswaran, 2000). On the one hand, this label of designation also has its downsides, even though ‘Made in...’ products may signal where the final production took place for the product, the effects are not great enough to communicate any detailed quality information to the consumers (Charters, Spielmann & Babin, 2017).

2.6.2- Legal Designation: Protected Designation of Origin

Another type of stereotype for terroir products is a legal designation, the ‘Protected Designation of Origin (PDO).’ This designation sends signals to the consumers saying that the products are legally recognized and protected because of specific attributes that are provided directly from their source or by a production process which is common to the source. The PDO labels not only guarantee the origin of the product, but also its stylistic consistency, both essential qualities that influence consumption value (Barham, 2003; Teuber, 2009). If a product has a PDO designation, it means that the raw materials are unique to a specific place, but the production method may be different (Charters, Spielmann & Babin, 2017). The PDO designation clearly defines a certain geographic boundary that is typically hard to change as it is protected by law. Moreover, the PDOs also enforce laws regulating the production techniques, the raw materials, as well as the area of production (Charters, Spielmann & Babin, 2017). The downside of PDO

designations is that it may have variable impacts concerning the competitive advantage of the organization. The reason behind this is because consumer awareness for such products may be lacking (Van Ittersum et al., 2007). Furthermore, according to Charters and Michaux (2014), to some observers, the PDO may act as a hindrance because it over-emphasizes the past. Other factors involved with the hindrance are the strictness of production, and the confusing system of labelling that gives an over-abundance of different quality signals.

2.6.3- Terroir

The focus of this research will also focus towards terroir products. The concept of terroir¹, or place attachment, originates from France in the middle of the 19th century, and it is still used today to link products to a unique place (Spielmann & Gélinas-Chebat, 2012). This type of designation centres around products that originate from a particular place, have characteristics that are bestowed by virtue of the specific geographical location, as well as being individual and unduplicatable characteristics. (Spielmann & Gélinas-Chebat, 2012). Unlike PDO designations, terroir encompasses various place-related dimensions such as raw materials, philosophy, and traditions in accordance to the specific place and human capital, which further shape its uniqueness. Moreover, it can also include intangible elements that are passed on from generation to generation, making up the cultural heritage which is recreated by the local community (Loulanski, 2006). However, terroir is the least researched type of designation within business-oriented disciplines (Charters, Spielmann & Babin, 2017).

Furthermore, it is argued that terroir products may not exist without human capital (Barham, 2003). The human capital is able to shape the terroir products' value potential because of the knowledge and skills which are passed on by generations (e.g. families, craftsman, farmers) (Charters, Spielmann & Babin, 2017). In fact, 'typicité' means that the organizations that preserve the use of terroir must be knowledgeable about their characteristics. This transfer of knowledge depends on a multigenerational collective memory in order to make the mastery of the production process, and the execution of the craft in order to connect the value to the specific place (Vaudour, 2002).

The implementation of terroir in an organization has a full range of benefits. According to Rojak and Cole (2015), these strategies help the boosting of neighbourhood revitalization, preserving historic structures, connecting with the local community, and sustaining environmental movements. In fact, the scholars argue that the preservation of local history is key to the maintenance of the place identity and the avoidance of 'generica.' The research supports the

¹ The combination of factors including soil, climate, and sunlight that gives wine grapes their distinctive character (Merriam-Webster, 2019)

findings made by Flack (1997), explaining that neo-localism is characterized by the seeking out of unique and local culture or the desire for a sense of place, which is used as a response to the perceived homogenization created by the economic and cultural globalization. In fact, the popularity of multinational products has led consumers to search for local or regional products, rather than for standardized, homogenized products with no specific origin (Elaydi & McLaughlin, 2012; Ger, 1999; Seidenfuss et al., 2013). Further reasons related to neo-localism have to do with the reduction of overly consumptive and resource-intensive practices. Research has shown that there is a current cultural shift going back towards local, craft production (Baldacchino, 2010; Schnell & Reese, 2003, 2014). According to Hede and Watne (2013), this shift is due to the meanings that are ingrained in the place which could add further dimension and narrative to the brand image, as well as creating a sense of authenticity and humanization to the organization.

Terroir products offer several advantages to producers. First, terroir designation provide a strong barrier to entry (Porter, 2003). Second, they offer the producers a competitive advantage in regards to domestic and international differentiation (Van Ittersum et al., 2003), because the products they create are unique and irreproducible outside the protected region. Hence, for a producer to take advantage of the terroir designation, it would have to be able to possess a specific local resource, either by owning a piece of land where the raw material can be found or by entering contracts with already established producers in order to access the resources. Interestingly enough, it is argued that this process may be easier for niche producers (e.g. SME and entrepreneurs) as they seek access to a smaller amount of the resources. In contrast, big companies tend to focus on large-scale productions which can be a challenge when trying to locate a bigger volume of resources needed to satisfy their needs (Charters, Spielmann & Babin, 2017). The first feature found with terroir designated products is that they tend to operate in a cluster, or a collective territorial brand, which, if organized effectively, may fortify the image of the terroir (Charters and Spielmann, 2014; Fort and Fort, 2006). Lastly, it can also be suggested that another upside of terroir designation is that it offers the brands the ability to enhance the product's longevity through the creation of a traditional product that has been 'approved' by the market (Charters, Spielmann & Babin, 2017).

2.7- Resource Partitioning Theory

A tailed resource space relates to the 'resource partitioning theory' (Carroll, 1985). This theory proposes a strong explanation for the coexistence of the few firms in a market centre (generalists) and the many firms in the peripheral tails (specialists) of a mature industry. The theory is supported by studies which explain that between the competition for scale economies amongst the market leaders, and the existence of the diverse and unmet preferences found from the consumers, grant the peripheral tails of the market potential for success (Carroll, 1985). This theory

is laid on a foundation of several assumptions. (1) existing heterogeneous audience preferences and clear peak in the distribution of the preferences; (2) the market is divided into centre, near-centre, and peripheral sections, each of which is served by a specific group of firms; (3) the resources as finite and niches do overlap across the neighbouring sections, but peripheral and centre sections do not overlap; (4) scale advantages exist in the market; and (5) there is the existence of scope limitations. (Carroll, 1985) Moreover, this theory has been tested and enriched with the analysis of the benefits of the collective identity obtained by the firms in the peripheral tail of the market (Carroll et al. 2002).

Scholars have also argued that the faith of consumers in authentic producers and the status spillovers that emerge from the consumption of sophisticated products supports the success of peripheral producers (Liu & Wezel, 2015). Furthermore, McKendrick and Hannan (2014) support this theory by confirming that the distinct identity of peripheral producers protects them from any attacks by dominant firms in the market centre. In fact, Verhaal, Hoskins, and Lundmark (2017) suggest that local identity is likely to have a positive effect on the peripheral firms' performance as density increases. These scholars argue this claim by saying that local identity has a dichotomous characteristic, and therefore a firm entering the market is either local or not.

2.8- Resource-Based Market Structure and Organizational Form

When investigating the competitive advantage of firms located in a territorial cluster which offer similar products, it is essential to further understand the features and dynamics of its market structure. Van Witteloostuijn and Boone (2006) explain that market structures, or the composition of an industry in terms of the number and size distribution of firms, are vital for the understanding of the processes and outcomes of competition. In fact, they explain that the number of firms (density) and the size of its distribution (concentration or lack of) are interlinked with the competitive rules of the game in any industry. The argument that these scholars make is that the characteristics of the resource space mixed with the presence or absence of exploitation economies (i.e. scale or scope economies) are determinants of the market structure and firm behavior. Figure 2 represents the three structures of resource spaces.

Condensed, Rectangular, and Tailed Resource Spaces

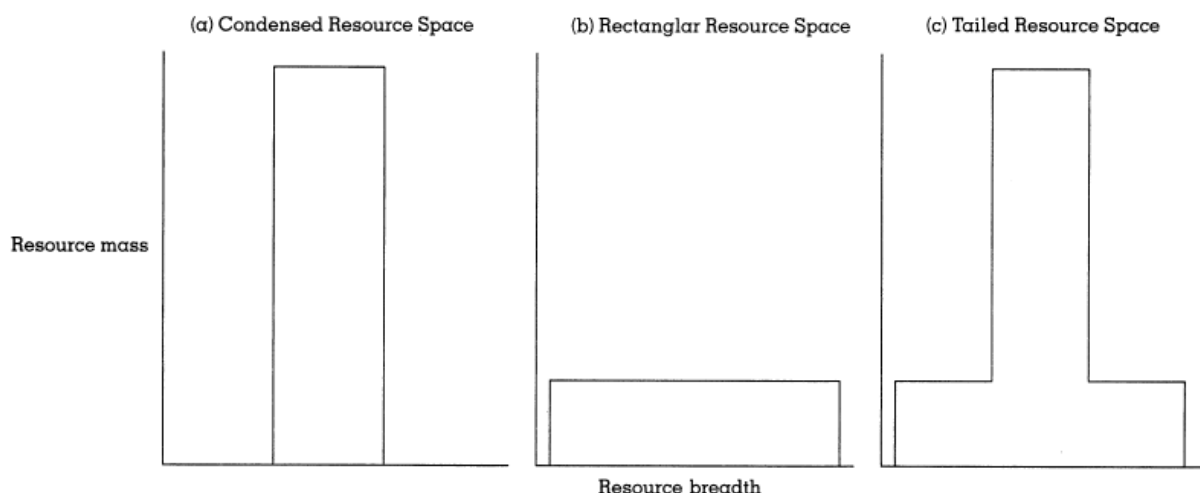


Figure 2 (Van Witteloostuijn and Boone, 2006)

Concerning the gin and jenever industry of Schiedam, we observe that the firms find themselves in what Van Witteloostuijn and Boone (2006) call a ‘tailed resource space.’ This type of resource space is described as featuring “a relatively resource-abundant centre of similar or related resources, surrounded by tails of dissimilar and relatively scarcer resources” (p. 414) As the scholars exemplify, this type of resource space is witnessed in the American beer brewing industry, where it consists of a large market centre related to mass-produced beer and smaller, peripheral tails for the demand of special beers.

The organizational forms of this market structure are typically a combination of specialists (found in the peripheral tail of the market) and generalists (found in the market centre). Specialist

Four Ideal-Type Organizational Resource Strategies

Niche	Product	
	Single	Multiple
Narrow	Single-product specialist	Multiproduct specialist
Broad	Single-product generalist	Multiproduct generalist

Table 1 (Van Witteloostuijn and Boone, 2006)

firms focus on a narrow niche in the resource space by creating products that are tailored for a specific type of customer (Carroll, 1985). A generalist firm, in contrast, focuses on a broad range of consumers in the market centre (Freeman & Hannan, 1983), the goal of these firms is to maximize

market reach and build market share.

Moreover, according to Porter (1980), the generalists' strategy is accomplished in one of two ways: through a single product or multiproduct strategy, further represented on Table 1. This is not always the case; some scholars argue that extreme cases of generalism in the market centre could potentially be polymorphs. An example of polymorphs in the beverage industry is InBev, which has the motto to be the ‘world's local brewer.’ This firm combines mass production of pilsner beer with

craft brewing a number of locally adapted special beers, therefore covering the entire market (Van Witteloostuijn & Boone, 2006). According to the research conducted by Usher (1999), the multiunit strategy of polymorphs focuses on locally adapted aspects, scale economy aspects, and differentiated subunits to increase market power.

2.9- Breaking the Barriers

While considering the classical view of the theory, it is suggested that firms that are found in the peripheral tails of the market are defenseless if the large firms in the market centre decide to compete with them (Swaminathan, 2001), this would lead the smaller firms to fail if they attempted to enter the market centre (Carroll & Swaminathan, 2000). The scholars suggest that the gap is of particular interest because the firms that are found in the peripheral tails of the market may leverage specific social identities as a source of authenticity and legitimacy for competitive advantage (i.e. scotch whisky, craft beer, green energy, grass-fed meat) (McKendrick & Hannan, 2014; Sine & Lee, 2009; Verhaal, Khessina, & Dobrev, 2015; Weber, Heinze, & DeSoucey, 2008) which is further related to the size of the firms and their small-scale production processes (Carroll & Swaminathan, 2000; Carroll & Wheaton, 2009).

On the one hand, Verhaal, Hoskins, and Lundmark (2017) suggest that the paradox of the situation is that the successful growth of these peripheral firms may actually sabotage the credibility of their authenticity. This argument has been supported by recent research that highlights the negative effects of growth related to peripheral firms (Fosfuri et al., 2016). The research concludes that when peripheral firms enter the market centre, the identity-based claims weaken, which results in a loss of appeal among peripheral consumers. Moreover, the niche segments found in the peripheral tails of the market are of little interest for the larger firms in the market centre. Although, if the peripheral firms begin to grow and consequently demonstrate economic promise and viability, the larger firms in the market centre may decide to exploit these firms as a means of growth by spreading their market reach into the peripheral tail (Swaminathan, 2001). At the same time, peripheral organizations may want to seek new growth opportunities within the market centre without completely losing their existing niche position (Verhaal, Hoskins, & Lundmark, 2017). According to the findings of the research conducted by Verhaal, Hoskins, and Lundmark (2017), two of the ways peripheral firms could position themselves in the market centre are: (1) through a legitimacy transfer which can facilitate the entry, and (2) by effectively engaging with consumers through identity-based claims of authenticity to increase growth.

Another way to tap into the peripheral tail or the centre of the market for these firms is through 'coopetition.' It is argued that if a certain industry holds characteristics that protect entrants' new knowledge, as well as the incumbents, hold of specialized complementary assets which are

deemed necessary for the commercialization of the new knowledge, then the entrants and incumbents will frequently be found to cooperate in consequence of these core-knowledge discontinuities (Gans & Stern, 2003; Teece, 1986, 1992). Moreover, this will then revolve around the incumbents and new entrants competing among themselves separately (Cozzolino & Rothaermel, 2015). This type of cooperation, according to Williamson (1991), is a preferred strategic response for times of transition and uncertainty in the industry. Furthermore, Teece (1992) argues that cooperation with innovative entrants may also permit the incumbents to modernize and renew their businesses. During this period, incumbents find it advantageous to work with the entrants' new knowledge, while in return, the entrants have an incentive to tap into the incumbents' complementary assets, which ends up in a collaborative synergy of exploitations based on the respective division of labour (Dyer & Singh, 1998; Lavie, 2006). Della Corte, Zamparelli, and Micera (2013) support this argument by explaining that in tradition-based industries, it is easier to foster collaborations between firms that are not direct competitors (i.e. peripheral firms and centre firms).

3- HISTORY OF JENEVER PRODUCTION IN SCHIEDAM

The economic growth of Schiedam can be traced back through the three centuries-long history of the gin and jenever industry. This sector has been of great importance to the city in the terms of the popularity of its products, its sales, and globalized firms (Janmaat & Van der Weerd, 2018; Van der Sloot, 2015). The landscape of Schiedam is widely recognized by its tall windmills, the city used to be filled with twenty windmills, of which only seven remain standing today. In fact, according to S'Dam², the city is home to the largest windmills in the world: De Drie Koornbloemen, De Walvisch, De Palmbloom, Babbersmolen, De Kameel, De Noord, De Vrijheid, and De Nolet (Sdam, 2019). These windmills were crucial for the jenever industry, as they were used to mill the grain. Moreover, the reasons behind their large sizes were due to the fact that a lot of storage spaces were needed for the high production level, as well as to stand above the surrounding warehouses (Janmaat & Van der Weerd, 2018).

The history of the traditional jenever production can be dated back to as early as the sixteenth century. The first attempts at producing spirits were made with the use of waste products and stale beers to create brandy. By the end of the sixteenth century, the 'korenbrandwijn' (homemade distilled grain brandy from fermented grain wash of barley, rye, and malt) was the most popular spirit in the Netherlands. Moreover, this popularity was enforced in 1671 because of the governments' imposition of high import taxes on German grain and the temporary ban of French brandy imports (Janmaat & Van der Weerd, 2018).

The reason for Schiedam's success as the birthplace for jenever was due to various factors. Schiedam has a seaport which was valuable for the supply of grain, as well as for the export of the jenever. The municipality of Schiedam had also made space available for distilleries to be built right on the canals which directly connected to open waters (Van der Sloot, 2015). Rotterdam, in contrast, was experiencing a time of rapid growth and the city felt reluctant about having spirit and yeast factories built within its centre. Therefore, Rotterdam directed the factories to the outskirts of the city, where the land was more expensive. This led these factories to relocate in Schiedam, where they found lower costs compared to Rotterdam.

However, with the benefits of having the jenever production in Schiedam, there also came some pitfalls. The large number of factories which roasted and distilled led the city to be surrounded by dark smoke clouds created by the vapour of the yeast and spirits. This is the reason why Schiedam was notoriously known as 'Black Nazareth' in the nineteenth century (Janmaat & Van der Weerd, 2018; Van der Sloot, 2015).

² S'Dam is the name of the organization in charge of Schiedam's city marketing.

The process used for distilling has a rich history in and of itself (Janmaat & Van der Weerd, 2018). Originally being invented by the Arabs, the methods were adapted and changed later by medieval alchemists' of Italian viticulture. The basic resources and process used for distilling traditional jenever involved barley, oats, maize and rye, which were then produced in yeast and spirit factories. The grains were mixed with the water and yeast, which led the malt enzymes to convert the starch into sugar. By combining the yeast with the sugar, it resulted in alcohol. This alcoholic liquid was then distilled three times to remove any waste substances. During this process, the alcohol passed three phases. The first distillation would produce 'ruwnat' (raw liquid) with an alcohol percentage of around 10%. The second distillation would be called 'enkelnat' (single liquid) with an alcohol percentage of 22%. The third and last distillation produced the 'bestnat' (malt wine) which had the final alcohol percentage of around 47%. During the process of distillation, the distiller was able to change the flavour of the product between each of the distillation cycles. The malt wine would then be sold to distilleries which would distil it once more with specific herbs to enhance the flavour (i.e. coriander, fennel seeds and of course juniper berry from which the name 'jenever' comes from) (Janmaat & Van der Weerd, 2018).

The reason why the 'jenever' was able to have such a breakthrough in the Netherlands was that during the sixteenth and seventeenth century the juniper bush was widely available around the



Picture 3 The Original Herman Jansen House

country. Moreover, people believed that the juniper berry also had medicinal properties which were considered crucial for the healing of pneumonia and to disinfect people affected by the plague. After further research had been made regarding the juniper berry, it was found that rather than just having medicinal properties it actually had a euphoria-inducing effect on its consumers (Janmaat & Van der Weerd, 2018), which was also a fact confirmed by the respondent of Old Schiedam. To this day, the jenever spirit still holds a strong 35% per cent of alcohol on average and is produced from malt wine obtained by grains or molasses (sugar beet). The percentage of alcohol content found in the jenever is strongly linked to the malt wine that is used for its production (i.e. malt wine jenever, old jenever, young jenever, korn, and grain jenever). Besides the raw materials discussed earlier for the production of authentic jenever, there are two distinguished additions that can be used for the end product of jenever, yeast and swill. Of great importance to this research, it is imperative to know that Schiedam was the birthplace of the yeast production of jenever (Janmaat & Van der Weerd, 2018; Van der Sloot, 2015).

During the end of the eighteenth century, many of the malthouses, as well as the spirit and yeast factories were already rapidly growing and beginning to produce yeast. Moreover, when more innovative and cheaper raw resource emerged, such as the molasses (sugar beet) in the nineteenth century, these factories relocated to other large cities within the Netherlands to mass produce cheap and neutral alcohol. In fact, in Schiedam, the Schiedamse Alcoholfabriek was founded in 1887. In this factory, the malt wine surpluses were converted in spirits but faced liquidation quickly within ten years because it could not compete with molasses spirit factories which were found in the regions where sugar beets were produced. Moreover, the Branderij en Gistfabriek Hollandia was another important yeast and spirit factory founded in Schiedam in 1909 which specialized in producing malt wine and grain alcohol (Janmaat & Van der Weerd, 2018).

At the end of the nineteenth century, the Schiedam malt wine industry faced increasing pressure from their competitions of jenever produced by the cheaper molasses spirits alternative. During this period, the traditional distillers decided to unite forces and create the Brandersbond (Malt Distillers Association) with the aim to preserve the original craftsmanship of using grain produced malt wine as the basis for jenever products. This association went on to implement many initiatives for the preservation of this authentic craft. One of the most imperative initiatives was their application to the municipality on the 24th of February 1900 to introduce an official inspection for jenever's authenticity. This type of inspection would prevent counterfeit Schiedam malt wine and jenever from being produced and introduced to the market, which could result in tainting the image of Schiedam's authentic jenever. The association was successful in passing this initiative in May 1901, when the council of Schiedam agreed to introduce a regulation that guarantees the

inspection for the authenticity of the jenever productions. This authenticity would have the municipality supply labels signed by the mayor and the municipal secretary after the inspection would be successful. Nevertheless, this initiative was short-lived, and in 1967 the role of the inspector in the municipality was abolished as the last malt wine distiller was no longer able to satisfy the conditions needed to prove authenticity. However, by 1987, with the introduction of the Notaris jenever (produced by the family-run distillery, Herman Jansen), the role of the inspector was reinstated (Van der Sloot, 2015). In addition, since 2008, jenever production has also been protected in terms of geographical origin by the European Union (similar to the cases of champagne, cognac and whiskey). Therefore, by the start of the 21st century, jenever production was able to obtain its own ‘appellation d’origine contrôlée’ (based on Regulation (EC) No. 110/2008 of the European Parliament and the Council of 15 January 2008 on the definition, description, presentation, labelling and protection of geographical indications of spirit drinks) (Janmaat & Van der Weerdt, 2018).

3.1- The Dutch Jenever Industry

The ever-increasing demand for jenever production between the 1500 and the 20th century led to a cluster of distilleries to concentrate in the city of Schiedam. In fact, the steady and rapid growth can be seen from the number of distilleries located in Schiedam between 1795 and 1881, which went from 188 to 392. This growth was also apparent around other cities located in the Netherlands and Belgium as well, but mostly concerning small-scale productions of regional spirits. The success of the jenever production, as discussed earlier, was grossly due to its euphoric and medicinal effects which were attributed to the juniper berry, along with the relatively low cost of production which was due to the low excise taxes during this period. Nevertheless, around 1800, the government began to get involved more with the production of alcohol by launching a policy which consequently led to a curb in its consumption (Van der Sloot, 2015). The conundrum that the government faced was in results of the admiration for the economic benefits that jenever brought to the country, but also for the concern on the risk to public health. Therefore, the government began a series of educational campaigns used to convince the consumers about the negative effects of jenever, which further led to a decrease in consumption and demand. In addition to the new policy and government intervention, the production and distribution of alcohol were starting to become increasingly more expensive because of the newly implemented excise taxes, as well as the rising prices on grain (Janmaat & Van der Weerdt, 2018).

In the 1900 the introduction of molasses came into play as a competitor for the authentic jenever process. This new resource was relatively cheap compared to the traditional methods, and by the end of the nineteenth century, the market was also struck by a shortage of grain, which in

result skyrocketed the prices of malt wine to its apex in 1897. This led to a new process for alcohol production to be implemented, using the waste of sugar beets (molasses), moreover, this process also was suitable for a smaller workforce, which reduced the prices of this method even further.



Picture 4 Typical Jenever Distillery (Jenever Museum)

This jenever based on molasses is called young jenever to distinguish it from the traditional production methods (Janmaat & Van der Weerd, 2018).

Even though the local consumption of authentic jenever had decreased in the 1900s, the export of the production actually rose. This resulted in several distillers producing more than half of their production for foreign markets, including England, America, Africa and Australia. Yet, the globalization of the authentic jenever production did not last long. The war years, which resulted in high unemployment rates, led the government to stimulate the local market. Consumers during this period had switched from drinking jenever to beer, due to the

latter's relatively low price for the consumers. The government at this point decided to increase the demand for jenever by lowering once again its excise taxes, which led to the number of distilleries and demand to increase as well during the 1950s. Moreover, at the end of the 1970s, the demand for cheap and low-quality jenever decreased which resulted in an increase of demand for high-quality, authentic jenever, a trend distilleries are aiming to continue in present days (Janmaat & Van der Weerd, 2018).

During this shift in production, brought by the introduction of molasses in the industry, a division in the market had been implemented. On one hand, there were firms who focused on creating mass-produced, industrial jenever from molasses. On the other hand, there were still some distilleries which focused on maintaining the traditional craft method which resulted in a specialist product. This made it possible to distinguish between the relatively large homogenous market segment with the smaller heterogenous market segments (Janmaat & Van der Weerd, 2018).

Concerning the recent years of the industry, starting around the 1990s, the homogenous market segment of the Dutch jenever market has been characterized by a high degree of consolidation. This meant that the smaller scale distilleries have merged or have been acquired by

the larger firms found in the centre section of the market, in order to achieve greater economies of scales that they would not be able to accomplish independently. Furthermore, another trend also arose, concerning the larger distilleries initiative focusing on tapping into the peripheral tails (niches) of the market. This was the result of the larger distilleries' acquisition of the peripheral firms, which led to acquiring their specialist product as well in their portfolio. Regardless of the acquisition of peripheral tail firms, the larger distilleries still had to face a crucial challenge: the specialist consumers. Quality has a major role in the heterogeneous segment of the market, and the consumers' decision of purchasing specialist products is also strongly related to its quality. Moreover, when producing jenever, quantity can be achieved only on the expense of quality, which is the reason why many of the peripheral firms have decided to remain small in order to produce higher-quality products (Janmaat & Van der Weerd, 2018).

Furthermore, since the 1970s, there has been a steady decline in the sales of jenever products in the centre segment of the market; this has been further emphasized by the demand falling between five and ten per cent each year since. The results of these declines are mainly due to external factors such as the excise taxes discussed earlier. Moreover, the flavour found in the different jenever products of the centre market segments does not differentiate much between each other. Consequently, consumers became highly sensitive to price changes which resulted in changing brands constantly, characterizing the segment with a low degree of brand loyalty. Nonetheless, in recent years, consumers have been increasingly demanding highly specialists products (i.e. craft, authentic, traditional, innovative), which are usually found in the peripheral tail of the market. Which on the contrary from the centre market segment, it resulted in a stable or slight increase in the shares of the market for the peripheral firms. The consumers of the specialists' products in this market are characterized as very loyal and demonstrate an extremely low degree of price sensitivity. By producing authentic, craft, and innovative products, the distilleries in the peripheral tail are none to face no competition in their own niche, this allows the firms to demand a higher price for their own products and therefore leading to higher profit margins (Janmaat & Van der Weerd, 2018).

3.2- Wrapping-Up the History & the Present Days

As witnessed in this brief historical background, in the past 40 years, the Schiedam gin and jenever industry went through some turbulent times, and not much was left from the great cluster of distilleries that once was found inside its walls. In fact, since the early period of the twentieth century, the number of distilleries has decreased from 392 in 1900 to 15 in 2006 due to takeovers and bankruptcies (Janmaat & Van der Weerd, 2018).

The traditional and 'old' image of jenever has defined it until recently. The few distilleries that remain emphasize on the nostalgia of the product, rather than on its innovation or new flavours. This has been rumored to be the demise for a few large distilleries that went bankrupt as well. The tension between the preservation of its tradition, and the drive to innovate has been a large focus for many of the surviving firms, as it has been increasingly challenging to attract new consumers with just a traditional product. Nonetheless, for the past few years, the decline in sales of jenever products has appeared less serious, showing a visible comeback for this industry. Regardless of the many distilleries that have been closing down in the past, the industry is now witnessing new entrants emerging in the jenever and gin market. Moreover, the surviving traditional distilleries have been putting more efforts in recent years to innovate their own traditional products (Janmaat & Van der Weerdt, 2018).

In present days, only a few traditional distilleries in Schiedam were able to survive. The traditional, family-run distilleries that can still be found are De Kuyper (1695), Nolet (1691), Onder De Boompjes (1658), and Herman Jansen (1777). All these distilleries also enjoy rich family history within the industry, most of them find themselves now being in their tenth generation. Along with these traditional firms, other distilleries (which also focused on gin or traditional jenever) began to pop-up in recent years, for example, Loopuyt, Bobby's, and Old Schiedam. As exemplified with the new up-coming distilleries that don't particularly or solely focus on jenever, even the surviving traditional firms don't revolve their core activities around the production of jenever anymore. For example, De Kuyper has been focusing on the production of liqueur, cocktail and mixed drinks, and Nolet's fame is mainly found in North America with their Ketel One vodka production.



Picture 5 The Jenever Museum of Schiedam

4- THE FIRMS IN THE INDUSTRY

4.1- Herman Jansen

Herman Jansen, a family business which turned into a global company, is based in the city of Schiedam and has been specializing in the production of spirits since 1777. The company was founded by Herman's great-grandfather, Pieter, who started the Schiedam distillery with the production of jenever. Seeing his own business booming by 1895, the firm began to ship aromatic schnapps, a derivative of jenever, to Africa, America and Asia.

From generation to generation, the firm kept exponentially growing and spreading virtually all around the globe. Thanks to alliances and takeovers, Herman Jansen has been able to reinforce their position in the spirits industry of the Netherlands. All these joint ventures and takeovers allowed the firm to become what they are now, a global producer and distributor of a varied, modern range of spirits, wines and syrups.

In their repertoire, the firm offers a variety of spirits, besides the original jenever and gin. In fact, Herman Jansen prides on producing traditional Dutch jenever, Notaris, along with other international firm's products. Moreover, it is a partial owner of the recently created firm, Bobby's Schiedam Dry Gin. As the firm quite eloquently describes themselves, they are a modern enterprise with the most advanced production facilities at their disposal but without losing the special characteristics of being a family business, reinforced by the fact that the sixth generation of the Jansen family is still in charge of the firm (Herman Jansen, 2019).

4.2- Notaris

NOTARIS is an authentic jenever created in Schiedam and distilled by Branderij de Tweelingh (Herman Jansen) according to a traditional family recipe. This jenever holds 100% malt wine, with no neutral alcohol added in the process. In fact, between 1966 and 1986 there were no 100% malt wine jenever, therefore Herman Jansen decided to restart NOTARIS production to recreate the traditional artisanal craft. Now, NOTARIS



Picture 6 Branderij de Tweelingh

jenever proudly bears the guarantee seal of the Municipality of Schiedam; as a guarantee for quality and craftsmanship (Notaris, 2019).

4.3- Bobby's

Bobby's Schiedam Dry Gin takes its name after Jacobus Alfons, known by family and friends as Bobby, the grandfather of the brands' founder, Sebastiaan. In fact, it was his recipe that inspired the creation of this distilled gin, which they so eloquently describe as 'a fresh take on a timeless classic.' Jacobus Alfons was born in Naku, Ambon (Indonesia) and migrated to the Netherlands later on in his life. Bobby's recipe mixes his two heritages together by infusing his drink with Indonesian spices and herbs.

The story goes that in 2012, Sebastiaan discovered an old bottle of gin which was created by his grandfather. Inspired by his family heritage and the uniqueness of the Indonesian recipe, he went to Schiedam to meet with one of the master distillers of Herman Jansen. Together, the two were able to create an innovative product by blending the tradition of Schiedam's jenever with the Indonesian herbs and spices, and by 2014, Bobby's Schiedam Dry Gin was created.

Soon after, in 2016, Bobby's has been able to expand internationally, its gin won two golden medals (WSA Austria and CWSA China), as well as released a new product, Bobby's Schiedam Jenever (Bobby's Dry Gin, 2019).

4.4- CATZ Dry Gin

Founded in 2015, CATZ Dry Gin is distilled and co-developed through Herman Jansen as a tribute to the traditional Dutch distillation of gin. In fact, the firm is a modern style gin that re-establishes an old-Dutch firm back to the industry. Known for its exceptional strength of 48.2% alcohol, the combination of the high percentage and the aromas of the gin, make it one of the strongest in the market (CATZ Dry Gin, 2019).

4.5- Nolet

In 1691, Joannes Nolet established the jenever distillery in Schiedam. Through the experimentation of herbs and spices, Nolet reached the perfect recipe, which 325 years later, is still being used as the basis for their traditionally distilled jenever and gin. Between the years of 1867 and 1934, the Nolet family decided to expand their business overseas by building a distillery in Baltimore to meet the needs of their American consumers.

The aftermath of World War II resulted in only several distilleries to survive in Schiedam, of which, only a few kept their business alive in the long run, including Nolet. Carolus Nolet, the current owner of the family business, helps the firm expand steadily and becoming a modern distillery, as well as re-introducing Jenever in their repertoire with KETEL1 in 1983. Moreover, in 2010 the firm launched NOLET's Finest Gin, closely followed by KETEL1 Matuur in 2014. Now,

the Nolet family finds themselves on their 11th generation of being a family business (Nolet Family, 2019).

Nolet used a marketing and distribution deal with one of the biggest firms in the market, Diageo, for further commercialization of their products, which also resulted in the globalization and market penetration of their Schiedam based KETEL1 vodka. In fact, the 50/50 deal between Diageo and Nolet (for which Diageo paid \$900 million to Nolet) was quite beneficiary for both parties



Picture 7 The Ketel One of Nolet

involved. Diageo was missing a popular vodka product in their assortment, while Nolet was in dire need for a strong, global, marketing and distribution power to get their product in the international market. Fast forward to the present days, this deal has proved to be successful for both firms, as production has risen by 40% and Nolet's turnover is of around €300 million with 120 employees (Janmaat & Van der Weerd, 2018).

4.6- Ketel One

As discussed earlier, KETEL1 was included in the family business in 1983 with the creation of KETEL1 Jenever. KETEL1 jenever owes its name to Schiedam's oldest working distillation kettle. The company has been selling one of the country's most authentic craft products for generations. As described on their website, KETEL1 jenever owes their character

in part to a special and sophisticated blend of herbs, a secret and traditional recipe that has been handed down from father to son. Yet, small improvements have been made constantly, always being recorded in a secret diary to which only the Nolet family is granted access to from generation to generation (Sinds 1691 / KETEL1, 2019).

4.7- Onder de Boompjes

Onder de Boompjes was founded in 1658 and is today the second oldest distillery in the Netherlands. The distillery is privately owned and focuses on producing both gin and jenever products. They pride in using only fresh and natural ingredients, as well as the fact that they bottle

and make every single distillate themselves. In their repertoire, Onder de Boompjes holds four different types of jenever and two types of gin.

Furthermore, the company claims that no production is outsourced and therefore they have full control over the quality standards of their products. This sets them apart from other distilleries, as they state that “contrary to most other distilleries; we do produce our own malt wines and we fill our own bottles by hand. We check each and every bottle more than 6 times before it leaves Schiedam. Most distilleries producing Genever and Korenwijn buy their malt wine in Belgium. We don't, and we never will. Because we believe we should make our own products, rather than just repackaging someone else's product” (Onder de Boompjes, 2019).

4.8- Sylvius

Sylvius Dutch Dry Gin owes its name to Franciscus de Le Boë Sylvius, the first person to register the distillate of juniper berries under the name “Genevre” in 1650. In 1658, Onder de Boompjes was born, the company in charge of distilling Sylvius Dutch Dry Gin. The owner of this firm is Jean-Paul Batenburg (Sylvius Gin, 2019).

4.9- Gin & Jonnie – Gastro Gin

Gin & Jonnie is created through a collaboration between Onder de Boompjes, and the Michelin star chef, Jonnie Boer. After one year of hard work, the two created this gin through a combination of herbs, spices, and various types of citrus to obtain the best gastronomical value. The Gastro Gin holds botanical tastes such as red grapefruit, Amalfi lemons, verbena, Portuguese oranges, fennel seeds, fennel buds and five varieties of spices from all over the world. According to the owner of Onder de Boompjes, this collaboration was created thanks to the shared passion for perfection, artisanal craftsmanship, and authenticity (Piromallo, 2017).

4.10- De Kuyper

De Kuyper has been involved in the gin and jenever industry since 1695, founded by Petrus de Kuyper. His third son, Jan de Kuyper, was the first to step into Schiedam's market by opening a distillery there in 1753, which later on, Jan's sons, Johannes and Pieter took one more step by buying a large distillery in Rotterdam and becoming the biggest distillery in the city.

The strength of this family business can be witnessed in history by its survival through the French-Dutch wars, Napoleon's ban on exports, the US Prohibition, the First World War, the Depression and the Second World War. In fact, in present days, the firm is being run by the 11th generation of the De Kuyper family, as a strong global company.

In 1910, De Kuyper company re-establishes in Schiedam, on the site which was purchased back in 1893. Here, the entire production process, from producing to bottling the liquor, takes place

within the business walls. The flavouring ingredients that are used by De Kuyper are divided into a number of categories including berries and fruit, rinds, leaves, seeds, roots, bark, and flowers.

Currently, the company is known to be the world's largest producer of liqueurs.

Furthermore, it states that its essence is to have beautiful distillate, which is born from an ancient craft used to create quality liqueurs. All their products are composed in a traditional way, with natural ingredients, yet requiring new ideas, in the form of unique flavours, to mix with the old (De Kuyper, 2019). Nevertheless, the company never forgot about its tradition, and in 2013 they acquired Distilleerderij Rutte as efforts to put authentic jenever back on the international markets.

4.11- Rutte

Rutte's was founded in Dordrecht and has been distilled since 1872 and passed on from generation to generation until 1991. When the industry was going through a time of turbulence and switching to cheaper methods and materials for production, the Rutte family decided to skip on this form of 'innovation.' This led them to hold the unique taste their jenever has today by preserving the old



Picture 8 Various Schiedam Gin Brands

recipes and traditional craftsmanship, despite the fact that the distillery has not been run by the Rutte family since 1990s when the company was taken over by a group of shareholders and management team. The company still aims to keep alive the tradition by following the same distilling process and recipes which the ancestors of the firm had used in their days.

Nowadays, Rutte's team builds on the heritage of its previous generations by using old books of recipes to develop new products. Moreover, their expertise and knowledge for the craft have led to the creation of innovative recipes. The result of these efforts were new drinks created through a conjunction of past knowledge derived by Rutte's tradition, and strong posthumous collaboration.

Since 2013, De Kuyper and Rutte distillery started working together, as De Kuyper acquired shares of Rutte & Zn. This alliance turned Rutte's market orientation from a regional to a national one (Rutte, 2019; Janmaat & Van der Weerdt, 2018).

4.12- Loopuyt

Loopuyt & Co. Distillers started off in the summer of 2013 by developing a gin with natural ingredients that could be mixed effortlessly with tonic. This creation allowed for a perfect balance of flavour with a pure blend of aromatics. The creation of this gin combines a complex mixture of herbs, flowers, seeds, berries, fruits and fruit peel. This gin, as witnessed on the labels of its bottles, was originally created and produced in 1772, but later it was re-introduced as a running business around 2013 establishing themselves as a vintage gin firm from Schiedam with a 21st-century taste.

The history of Loopuyt is an intriguing and long one. After stopping production, the firm was bought by another distillery based in Amsterdam, BOLS, which kept on using Loopuyt as a firm until the 1900s. Back in Schiedam, Jan van Stigt Thans bought the original house of the Loopuyt family, and after a few years of close consideration, and BOLS decision to discontinue their Loopuyt productions, he decided to buy the firm name of Loopuyt in hopes to build his own distillery in honour of this traditional Schiedam based jenever firm.

One thing that sets Loopuyt apart from the other distilleries in Schiedam today is that the firm built a speakeasy in the heart of the city to tell the history of its firm and products to its customers, as well as organizing the Loopuyt Fight Club (LFC) Bartending Boxing Championship. In fact, the company claims that it is not just a producer of craft gin, but it also offers an experience, which is further emphasized in their collaboration with top designers to give the firm a distinct look. Moreover, the Loopuyt firm recently decided to add new products to their repertoire to differentiate itself from other firms in the industry. In 2014, the firm came out with their fresh and sparkling Loopuyt Tonic Water with high carbonation level, Peruvian quinine, and natural lemon aroma. While in 2016, the firm released the first Dutch ginger beer containing 0% alcohol with natural passion fruit aroma (Loopuyt, 2019).

4.13- Old Schiedam

Old Schiedam is distilled in 'De Gekroonde Brandersketel' distillery of the National Jenever Museum. The firm distils malt wine with the traditional, 17th century, 'Oud-Hollandsche Methode', using first-class malted barley and rye milled in a Schiedam distillers mill. After triple distilling, the

100% malt wine is produced with a refined aroma and aged for at least three years to create Old



Schiedam malt wine jenever. Old Schiedam's distilling efforts have been included, since 2014, as a part of the 'National Inventory of Intangible Cultural Heritage.' Moreover, as noted before for NOTARIS, Old Schiedam is one of the only jenever which is allowed to have the Schiedam municipal seal on the closure of the bottle (Old Schiedam, 2019).

Picture 9 Old Schiedam Products

5- METHODOLOGY

5.1- Research Question

The study conducted in this thesis will attempt to answer the following research question:

What role does tradition have in the gin and jenever industry of Schiedam?

The aforementioned sections concerning the context of this research and the theoretical framework it uses as its base, provide the necessity for the investigation of this topic. More precisely, the investigation of this study will allow for further understanding on the implementation of tradition in industrial firms within the beverage sector, while dissecting the meaning and usage of tradition more specifically through the in-depth analysis of interviews with forefront stakeholders.

5.1.1- Sub-questions

In order to achieve a thorough and substantive conclusion for the previously mentioned research question, the study will further focus on four sub-questions which will be related to the themes found in the theoretical framework. The sub-question for the study will be the following:

1. *What is the relevance of being located in a specific place for a firm in the industry?*
2. *Why is tradition used in the innovation process in the industry?*
3. *To what extent does tradition affect the dynamics of the firms in the industry?*
4. *Why is tradition implemented in the process of spreading knowledge for a product?*

The findings of these sub-questions will allow for a greater understanding on the various degrees the role of tradition has in the gin and jenever industry of Schiedam.

5.2- Research Design & Method (Bryman, 2008, p.66)

The research at hand intends to study the further topics; the extent to which tradition is used in the innovation process of gin and jenever distilleries based in Schiedam, the importance of place and terroir, as well as the dynamics and resource-based market structure of these firms. The goal is to create a case study which demonstrates the relationships between the firms and the city of Schiedam, as well as depicting what the future of this industry may look like, and how the role of tradition will take a part of it, according to the stakeholders involved.

In order to achieve successful results for this research, qualitative method were used focusing on the stakeholders involved in the gin and jenever industry of Schiedam. Qualitative research is suited for studies that aims on emphasizing focus to words rather than quantification in the collection and analysis of data. According to Bryman (2008), qualitative research focuses on a few important factors. Concerning the choice of method for this reason, there were two features which were noteworthy. Firstly, qualitative methods involve an inductive view of the relationship between theory and research. Secondly, these methods stress on understanding the 'social world'

through an examination of the interpretation of that ‘world’ by its participants, rather than only through quantification.

The analyzed case study will not solely focus on the firms that produce gin and jenever in Schiedam, but will also involve other participants that play a part and are affected by this industry, which in consequence may also allow for data triangulation. Moreover, the qualitative method was further chosen in order to generate an in-depth approach to this case study, as well as emerging aspects which quantitative research would have not been able to capture adequately. Furthermore, the utilization of secondary data, such as industry reports, websites, news articles, product brochures, as well as history books, also assisted with the validity of this research by providing contextual contributions from industry professionals to the formation of this study.

The theoretical outline which has been displayed earlier in the research makes this case study one of a kind, while also requesting support for greater in-depth observation regarding the implications of these theories in the cultural field. Therefore, this inductive approach allows the researcher to use the theoretical framework for the clear identification of the main topics to be observed during the research. However, no theoretical hypothesis has been suggested a priori of this study, which allowed for full focus on the formulation of new theories only a posteriori. The reason behind this choice is due to the distinctiveness of this case study which, as discussed earlier, has not been observed before and therefore requires an elaborate examination in order to bring about successful results.

5.3- Data Sampling

Firstly, as explained before, the case is purposely sampled in order to maintain unicity in the research and its results. Additionally, the research unit used for the analysis of this study was composed of seven stakeholders found in the population of individuals involved with the gin and jenever industry of Schiedam. The specific group of individuals who were interviewed concerning this research were either part of a firm or distillery that produces gin and jenever, part of the marketing team for the city of Schiedam, or involved with the jenever museum. The reasoning behind this choice of data sample was made in order to increase the heterogeneity and the variability of the results, while also attempting for data triangulation to occur.

The sampling method which was applied in this research was of purposeful sampling with the aforementioned pre-selected criteria of being involved with the gin and jenever industry of Schiedam. More particularly, within the purposeful sampling, the researcher specifically applied a mix of heterogeneous and expert sampling. At the start of the study, expert sampling allowed for the in-depth knowledge from individuals with particular expertise of the industry being observed in this research. Further on, the expertise knowledge was required during the exploratory phase of this

study in order to highlight any new areas of interest regarding the research, while further presenting the need for the insight of other participants. Therefore, as mentioned earlier, heterogenous sampling was used to further capture a wider range of perspectives related to the nature of this study.

5.4- Data Collection

Regarding this research, the data collection used to approach the research question was elaborated through the application of semi-structured and in depth interviews of approximately an hour long, which all took place in the main facilities (i.e. distillery, headquarter, office...) for each firm which allowed for further observation of the environment, as well as subsequent tours of the facilities. The only exception was for one interviewee which had to respond to the questions by e-mail. The development of the topics discussed during the interviews was refined around the concepts which had emerged in result of the theoretical framework. Therefore, the interview guide exhibited in Appendix A depicts the formulation of questions that have been discussed with the expert sampling. On the other hand, in order to accommodate the heterogeneous sampling, different questions concerning the same theoretical concepts have been implemented for each of the individuals in this specific sample. However, the aim of the researcher was to conduct a loosely structured interview with all of the samples involved, while focusing on the specific theoretical concepts, in order to attain an elaborate and insightful discussion with the interviewees. Table 2 depicts the list of interviewees involved in this research to the point to which it reached data saturation.

Interview	Firm	Role	How	When	Duration
1	Loopuyt	Owner	In person	4 th of April 2019	1hr 30min
2	Herman Jansen	New Projects & Analyst	In person	18 th of April 2019	2hr
3	Rutte	Master Distiller	In person	24 th of April 2019	1hr 30min
4	S'Dam	Director	In person	25 th of April 2019	1hr 30min
5	Nolet/Ketel One	Director Development & Communications	In person	30 th of April 2019	1hr 30min
6	Old Schiedam	Distiller	In person	30 th of April 2019	1hr
7	CATZ Distillery	Owner	E-Mail	27 th of April 2019	--

Table 2 The Respondents

5.5- Data Analysis (Bryman, 2008, p.564-579)

The data collected for the purpose of this research was recorded on a smartphone device, and a signed permission was granted by all the participants involved. Regarding the analysis of the data recorded for this study, all the interviews obtained were personally transcribed and further sent to the participants for approval prior to its analysis and implementation in the research. The data analysis was conducted based on a set of predefined and emerging codes by hand on paper, using a thematic analysis. The predefined codes were established a priori from the concepts derived by the theoretical framework. The emerged codes were implemented a posteriori of the interviews in results of the elaborate and insightful discussions. Table 3 compiles the list of the codes used during the coding phase of the data analysis.

Themes:	Theoretical Codes:	Emerging Codes:
<i>Dynamics</i>	Cooperation	
	Competition	
<i>Tradition</i>	Tradition	
	History	
	Family (Business/Name)	
	Authenticity	
<i>Innovation</i>	Innovation	
		Trend
		Jenever to Gin/Gin to Jenever
		Premium
	Growth	
<i>Knowledge</i>		Story
		True vs. Marketed History
		Inform/Educate
		Exposure/Awareness/Experience
<i>Place</i>	Place/Terroir	
	Schiedam	
	Authenticity	

Table 3 Codes

5.6- Validity & Reliability

To understand the validity and reliability of this research, it is imperative to consider the loose structure of the interviews, which if replicated, results would vary depending on the

individuals involved and the questions asked in further study. Nevertheless, taking into account the external reliability of this research, the replicability of the study itself is achievable. The reason for this is that the research has been conducted as a case study for the gin and jenever industry of Schiedam, therefore it has been specifically created for this setting and cultural field. The methods that have been used for the research at hand are complementary to methods depicted in similar qualitative studies. Furthermore, the sample, which consists of seven individuals that have been interviewed for this study, as discussed earlier, are heavily involved in the industry this research is focused on. Therefore, if this specific research should be repeated in the future, by following a similar method while interviewing the same participants, should consequently yield comparable results. Moreover, the internal reliability of this research could be argued as successful, as results have been debated and discussed further with more than one party (Bryman, 2008, p. 390).

Concerning the validity of this research, the internal validity is represented by the operationalization of the key terms which have arisen from the theoretical framework. Further on, these key terms were used as the basis for most of the codes implemented in the thematic analysis of the data that regards to this study. Moreover, it has to be noted that the internal validity of this study is particular for this specific setting, and therefore, the findings may not be generalized. This is due to the peculiarities found in this specific case study, which may not be the case in other settings and industries. However, to ensure that this research still holds a high level of validity, the research implemented the representation of neutral third parties in the findings to attempt for triangulation; the marketing director of Schiedam (S'Dam) and a distiller of the jenever museum (Old Schiedam), along with the implementation of secondary data.

5.7- Limitations

The researcher succeeded in interviewing around 50% of the entire population of jenever/gin firms in Schiedam, while further retrieving substantial information regarding 80% of the firms in total, thanks to the strong engagement and collaboration from the people of Schiedam who supported this research. Furthermore, it is imperative to point out that it is not always easy to convince entrepreneurs and members of a management team to make time for in-depth interview, although the researcher was glad that the majority did and were willing to do so.

Regardless, in spite of the researcher's efforts to deliver appropriate representativeness of the sample, due to unforeseen circumstances, the number of respondents did not meet full expectations. A few of the individuals who would have been involved in the expert sample were unable to schedule interviews with the researcher, therefore limiting the number of gin and jenever firms involved in the study. This resulted in a minor limitation, as the study was not able to interview 100% of the firms in the industry, but rather, a majority of them.

Furthermore, due to the lack of credentials, the researcher was unable to access the more contemporary financial information regarding output production, profits, as well as size, of the firms in the observed industry. Therefore, limiting the research to the information provided by the experts and less substantial data.

Lastly, the very nature of the research could be seen as a limitation, as the study concerns the subjective view of each individual, which could have been avoided by interviewing several respondents per firm, integrating more stakeholders for a higher degree of triangulation, as well as observing more financial data involved with the individual firms in order to get a clearer picture. Regardless, the primary aim for qualitative research concerns the in-depth observation of the matter in hand, which this study successfully provides. Further on, the findings of this research, along with the aforementioned limitations, allow for further studies to be conducted.

6- FINDINGS

This section of the research concerns the developing of the findings of this study. The empirical data gathered from the interviews will be discussed and analyzed with the objective of a better understanding of how the themes intertwine amongst the respondents. In so doing, we will be identifying any particular similarities, differences and patterns between the respondents. Overall, the in-depth observation will allow for an outcome presenting the extent, perceived by the interviewees, to which tradition has a role in the industry of gin and jenever of Schiedam.

6.1- Reasons to Incorporate Tradition in a Firm

The history of Schiedam is a lengthy and turbulent one, much of this is due to the presence and predominance of the gin and jenever industry. For over four hundred years, distilleries producing these spirits have located and relocated within the city walls, for one reason or another (Janmaat & Van der Weerdt, 2018; Van der Sloot, 2015). Yet, the existence of such distilleries is still felt these days as one strolls through the streets of the city. With around ten firms occupying the "Distillers District"³ of Schiedam, one may wonder the extent to which these distilleries keep true, or have used, the tradition that the land they reside on encompasses.

6.1.1- Tradition, Craft & History

For many of the distilleries involved in Schiedam, tradition plays a vital role in their firm. Whether it is the way they create their product or how they decide to market it, the tradition of Schiedam jenever still remains a strong presence within each of the firms. According to the majority of the respondents, the tradition of jenever is the backbone of their business. For some, the recipes they use in these present times, directly derives from the traditional recipes used to make authentic jenever or traditional jenever products the family business used to create.

According to Old Schiedam, the process they follow to create their spirit starts with a "common knowledge and then built on that one." In fact, they believe that "you don't change the way you work, you just add something or fine-tune it." This belief was also shared by other respondents, for example, Rutte. According to their firm, the family business was described as "very creative" which was also something witnessed in the recipes, "the recipes are totally abnormal for jenever tradition." This description can already be seen as a way the family business used tradition to innovate, regardless, now in present times the company still maintains true to this traditional form of creating jenever. In fact, the respondent admits that they "really analyzed the recipes and the thoughts... for me, it was very important to not change the recipes. So a lot of the recipes we make today are still the same." Similarly to Old Schiedam, Rutte also "tried to build a lot

³ S'Dam initiative to cluster spirit firms together in Schiedam.

of knowledge using their (past) knowledge but also building on it, creating our own knowledge to keep that tradition" and "focus on our traditions and keep that alive." Moreover, they do still innovate in their own way with the use of tradition, as they "made new products, so I design new recipe, but when we design a new recipe, it's either an old recipe that we adapt (or) we start from scratch, but then we still use one or two of their distillates or their typical botanicals." The use of this tradition went on even after the firm was not owned by the family anymore. In fact, the respondent argues that "it went from a family company to the shareholders to De Kuyper, but they're always keeping that family tradition going, like the recipes." The importance of maintaining traditional recipes was also seen in entrant firms; the respondent from Herman Jansen explains that Bobby's Schiedam Dry Gin uses a recipe that was created by their grandfather, and the distillery does not change the recipe during its production.

Moreover, Rutte believes in retaining the history of the firm through their labels. The respondent explains that "to show this history, we have new labels ... we have these labels and we put the signature of the master distiller responsible for it on there... So we looked up in the old books, we looked up all the old signatures." Demonstrating the importance of upholding the tradition and the value of the history of the firm. This sentiment has been shared by other respondents as well. In fact, CATZ Distillery believes that one of the "most important factors is the heritage" of the firm, further demonstrating the vital role of tradition in a gin and jenever brand based in Schiedam.

Other distilleries use tradition in a way to build a traditional image around their product. For example, Herman Jansen, which owns Notaris (one of the only authentic jenevers left in Schiedam), started recreating the traditional jenever production "back in 1987, where Mr Jansen re-installed the Branderij de Tweelingh and started making 100% malt spirit again with Notaris." Moreover, according to the respondent, by "being part of a distillery that makes malt spirit jenever, you don't have a future without history." The respondent strongly believes that tradition is the backbone of their firm, he goes on explaining that "you cannot decline the history that you have. That affects the in the innovation part, but I think that always there has to be a balance between innovation and, and where you come from. If you forget where you come, who are you then?" Further alluding to the fact that not only should there be a balance between innovation and tradition to succeed, but also that tradition plays a role in their innovation process.

Another factor that was interesting to notice is that many of the firms maintain their place of work in the original establishment. Herman Jansen still locates part of their production in the traditional family house of Herman Jansen. According to the respondent, the firm still resides in the traditional location that it was in almost two-hundred years ago, in fact, the family "came to this

house in 1826 so it wasn't the start of the distillery, it initially was somewhere else in the Schiedam. In 1826 we came here, the family lived here in the production home." This was not uncommon between the respondents, even Rutte was still located in the same house that the family business used to be in 1872. Moreover, Loopuyt responded similarly to their use of tradition.

Loopuyt's firm is still located in the original house of Jan Loopuyt from 1850. According to the respondent, the company involves the use of the tradition through its "old brand being brought back to the market, as well as being located in Schiedam." Similarly to other respondents, even though the Loopuyt firm focuses on the production of gin, they argue that "gin is pure innovation, it was born out of the traditional jenever."

It is also imperative to notice that the firms who concentrate on jenever, do not follow the traditional jenever bottling technique in ceramic containers, which is now not found in the Schiedam market, further demonstrating the necessary steps these firms are taking in order to survive the turbulent change in the market. Moreover, if they do focus on authentic jenever, they do market them as premium quality products, separating themselves into a specialist segment.

Although Loopuyt portrays the image of tradition through their marketing efforts and brand image, the respondent believes that a heavy dose of tradition may have negative outcomes for the firm. In fact, the respondent argues that they "don't have the baggage of the past" and therefore are able to "look to the world and (think) what shall we do?" which allows them to "do many things differently." To clarify, the respondent believes that tradition can be applied to the firm up to a certain extent, after which, it may create complications for the firm in terms of maintaining a strong position in the market. Moreover, the respondent defends his statement by claiming that "times are changing, you have to change also" and agrees that many of the firms in Schiedam have been doing just that through gin specialization or product diversification. The respondent further argues that this attachment to the past was the downfall for a few recent distilleries, as he explains, with "old brands, only the jenever" and "no new brands, new gin" a distillery may find themselves in a complicated situation.

According to Nolet/Ketel One, the company's success is due to the traditional Ketel One Jenever that they had produced in 1979. In fact, the respondent argues that "this company wouldn't have made Ketel One vodka" if it wasn't for the Ketel One jenever. Concluding that "Ketel One is really well the header of this company." Regardless of their product differentiation, demonstrated by the shift from jenever to vodka, the company retains their tradition in the production process by making sure that the "beginning of the process is really craftsmanship" and "at every batch produced here, is controlled by the family, they taste every batch which we produce." Tradition comes into play in other ways besides being a firm on its 11th generation of family run business.

According to the respondent, Karel Nolet (part of the 10th generation and still involved in the company) one morning “came to the distillery and he said that a distillery without a windmill is not really a distillery.” And therefore, he proceeded to create a traditionally constructed windmill in front of their production location. This windmill is not used for the production process, but its image gives the firm an enhanced sense of tradition. These findings demonstrate that tradition, including history and craft, has a vital role in a firm, whether it is implemented in their production process or purely for aesthetical reasons, the tradition seems to be vital to the industry.

6.1.2 Family

Another important factor, concerning tradition, that was discovered through the analysis of the data collected for this research, was the importance of *family business* and *family name* for jenever and gin firms based in Schiedam. As will be seen in these findings, some firms found the values in being a family business and upholding the tradition that goes along with it. On the other hand, other firms found the value in using a family name as it resonated tradition and therefore marked confidence in relation to reputation and quality of the product, rather than upholding tradition within the firm.

6.1.2.1- Family Business

The respondent of Old Schiedam explains that one of the perks of being a family company is that “you have a certain customer circle that keeps you alive.” This response alludes to the fact that a family company would find itself in a niche market, or as described by Van Witteloostuijn and Boone (2006) in the theoretical framework, in the peripheral tale of the market separate from the mass production. Within this tail, the scholars argue that the customer segment is different and unique from the central mass market segment of the industry. Moreover, these customers seek specialized products which include, but are not limited to, authentic, craft, and traditional products commonly found in family businesses.

Regarding family businesses, the respondent of Nolet/Ketel One believes that the firm has seen the value of being a family business and using the family name in more recent times. As the respondent explains, “only since we produced the gin, the family name is back on the bottle. I think he had an idea to really start something new.” In addition, the firm is still run by the family and the family business is portrayed in various ways. The respondent explains that the family “always think about the long term, they don't think about short term... if we want to grow, we do it gradually... That is important because it's a family run business for 327 years and they really want to continue that for their children and the grandchildren.” The family business is also felt by the employees, as Nolet/Ketel One's working hours go from half-past seven and stop at five, in order for the colleagues to “go home and enjoy the family.”

The benefits that followed with having a family business were also demonstrated by the entrants in the market. According to the respondent of Herman Jansen, one of the crucial reasons for Bobby's decision to work with the firm was because Herman Jansen was still family owned, further depicting the leverage a family business may have in the industry. These responses all demonstrated how the tradition of being a family businesses holds great value in the gin and jenever industry of Schiedam.

6.1.2.2- Family Name

According to Old Schiedam, in order to have a successful firm, "you need a good company name... with tradition in mind." The respondent goes on explaining that "for people, it's a good idea to use some kind of a family name or something like that to make it more personal." He supports his statement by demonstrating how "if you look at the most jenever, we have got Ketel One is from the family Nolet, we have a big distillery, De Kuyper... Herman Jansen is a real name. That's a big distillery. Bols is from Lucas Bols." Therefore, the respondent concludes that with a family name on the bottle, it gives the customer more confidence in the firm and that the firm has a good product because it's under their family name.

The importance of the family name is a predominant occurrence for many other respondents, this factor also shows the prevalence of upholding tradition in the firm as the family names have been used for centuries, and therefore carry a reputation with it. Rutte, for example, not only uses the family name as their brand, but when it was first created, the "the S and the A in the logo (stand for) Simon and Anton the sons, and for a long time, the distillery was called Rutte and sons, named after the two." The case of keeping the family name on the brand was not completely true for all the respondents. The respondent for Nolet/Ketel One explains that what "is different from Bols or De Kuyper, is that they all sell the jenever in the name of the families of the founders of the company... Ketel One, we don't use the name Nolet." The peculiar reason on why the firm had decided to divert away from using their family name was unknown.

On the other hand, the firm in the present time has found further importance of labelling themselves publicly as a family brand, as well as using the family name on their gin bottle. The respondent explains that nowadays there's a consumer consciousness of what they need, and that involves needing a story behind the brand they purchase. Due to this reason, Nolet/Ketel One decided to switch the description on their label from "craftsmanship" to "family made." As the respondent explains, the reason behind this decision was because it "resonates much better with the consumer who wants to hear something behind the brand."

Regarding the recent entrants in the industry, family names were also demonstrated to be of importance. Similarly to Loopuyt, who re-opened an old firm under the same family name, CATZ

Distillery uses an old family name as well, from Heiman Cohen Catz, which started in 1786. On the other hand, Bobby's Schiedam Dry Gin is named after the owner's grandfather. According to the responses found regarding the entrants in the market, holding a family name in their brand allowed the firm to create a 'story' for their product.

6.1.3- Authenticity

Another concept that has been observed concerning the use of tradition in the gin and jenever firms was authenticity. Authenticity refers to the formation created around 'indexical cues,' described as a connection between object and time, or 'iconic cues,' the extent to which an object is a reconstruction of the past (Grayson & Martinec, 2004). Moreover, firms are able to create authentic products through "commitment to traditions, a passion for craft and production excellence and the public disavowal of the role of modern industrial attributes and commercial motivations" (Beverland, 2005: p. 1008). The concept of authenticity came in different forms depending on the respondent. Regardless, all of the respondents seemed to put value on authenticity in regards to upholding tradition in their firm.

S'Dam explains that authenticity is crucial not only to the firms of gin and jenever but also to the city of Schiedam. In fact, the respondent says that "how we want to brand Schiedam as a city in the world, we use three keywords for the branding... authenticity, innovation and liveliness." Furthermore, the respondent also argues that authenticity is important for bartenders as well. She observes how they are "also really trying to find out the authenticity of the drinks and go back in time and see... And at the moment the bartenders realize that the authenticity of the gin lay in the jenever." This statement demonstrates the value authenticity and its role in the jenever industry in present times.

According to Old Schiedam, authenticity comes in the form of production and only a few of the firms truly uphold the *authentic* production of jenever. The respondent explains that some firms outside of Schiedam claim and demonstrate how to make authentic jenever but instead "make it commercial." A few of the firms which can be found within Schiedam, still maintain an authentic production of jenever. The respondent goes on demonstrating that "Onder de Boompjes in Schiedam does it, they make a hundred per cent malt wine jenever. Nolet probably will say they do it, but in the real old way, they didn't use the neutral alcohol, neutral grain alcohol as they do now with Nolet. That's not really the old way. But they used a kettle, pot still, so you could say they are, let's say 50/50 that they keep true to the old way. Herman Jansen, that's another one, I think they do as well." In this argument, according to the respondent, a minor switch in the production process may devalue the authenticity of the product, for example, the use of neutral alcohol.

Herman Jansen's response seemed to share the same sentiment about authenticity in the recipe, not only for their own products but also for the products of external firms which they produce in their B2B department. According to the respondent, "the businesses that come to us with their idea are the best ambassadors to spread it around the world instead of us coming with somebody else's drink," demonstrating the benefits of being an authentic product. Further on, the respondent also explains that such reasoning also goes for Bobby's Schiedam Dry Gin, even though they are 50% owners of the brand, arguing that "for Bobby's... it was the recipe of the grandfather, so they basically came with the ingredients that we had to use."

Rutte, portrayed the concern that customers have had in the devaluing of authenticity that may occur when a family-owned business joins forces with a big player in the market. The respondent explains that:

when De Kuyper took over in the beginning, the people here from Dordrecht were very worried like, this is the end. And we said, no, don't worry. We will be going in the same way, now after all these years, they believe it. And now they are super proud that we are exporting products, thanks to De Kuyper.

It's important to observe how the consumers seem to value the authenticity of a firm and its product. Yet, this response also demonstrates that tradition and authenticity may still occur after the acquisition from a larger company and that other advantages may take place, such as being able to export the product to a bigger market. Rutte also found it imperative to maintain the authenticity in the product they sell, whether they are independent or taken over by a larger company.

In contrast to the case of De Kuyper and Herman Jansen, Nolet believes that their authenticity comes from within the company, while joining forces with entrants would not add any value to the company but rather just be a factor for "adding money to a bank account." To clarify, for the respondent of Nolet/Ketel One, in order to maintain authenticity the firm has to commit and focus on their own products instead of working alongside with other firm's products. The respondent argues that the company is "really connected to the brands they have created and that's the most important thing... really stick to the brands we have and we want to focus on the things we are good in and we're not good at doing bottling for other people." With this statement, the respondent conveys the sentiment of authenticity by focusing on their own brands, especially the traditional ones that have been working for years, rather than diversifying their production with external brands.

6.1.4- Story

In order to inform the world about the rich tradition of Schiedam's gin and jenever industry, the stakeholders implement marketing strategies to better achieve this objective. It is imperative to

understand how tradition plays a role in these marketing strategies, and that's where the researcher concluded that the concept of the *story* was the firm's marketing strategy of informing the world about the product through the use of tradition.

As touched upon earlier, the stakeholders all share the same feeling towards using tradition in order to build a great story behind their firm. The respondent from Old Schiedam, in fact, did respond by saying that a firm "needs to have a whole story behind it" and "the most important thing of ... marketing with the drink is your story." This presence of the story was further developed amongst the interviews with the other stakeholders. The respondent from Nolet/Ketel One explains that in Schiedam it was traditional to have windmills all around the city to support the gin and jenever industry, although the past knowledge of how to build such windmills was lost, the firm was able to rebuild their own windmill according to the traditional architectural plans. In fact, the respondent believes that this factor led to creating a "really great story" for the firm. The reason why Nolet/Ketel One believes that it is important to portray a good story, is the "consumer consciousness of what he brings and what he needs" and that "the consumer nowadays also wants to hear the story behind the brand" which the respondent argues the firm does have, thanks to their 320 years of history.

A similar observation has been made by the new entrants of the industry, according to the respondent from Loopuyt, in the long term there will be "many new brands and only bottles with money behind it, they are only bottles with a good drink but not with a good story." The respondent believes that for his, and any other firm to truly succeed, it should work on building the story, which for them combined to the "authenticity" of their firm, it portrays a new way of marketing the tradition in their firm.

The importance of using tradition in order to build a good story does not stop with the gin and jenever industry. According to the respondent from S'Dam, the main keyword for marketing a successful drink is 'history storytelling.' Moreover, the respondent also believes that the resurrection of the jenever product was due to the fact that its rich tradition and history allowed for a nice story which the trendy bartenders enjoyed. Yet, the respondent goes on explaining that this concept of tradition through storytelling also accounts for how the marketing of Schiedam works. In fact, apparently, the initiative of the Distillers Academy was in order for S'Dam to create "content" for the city. The respondent believed that "people wanted to know more than they got from just walking around... go in depth and ... an academy that helps the image we want to create." Which led to positive outcomes for the city of Schiedam since it allowed for the international press to visit the newly created Distillers' District and find a "nice gimmick" for their story.

The extent for the authenticity of the tradition that is being used in order to create the story varies from firm to firm. In fact, Rutte explains that their tradition and heritage “is an image but is also true” and that they do not have to “make up stories since it is all true.” While discussing the topic of new entrants and firms with family names but not a family business, the respondent replied that “a lot of companies say they have history, but it's marketed history.” Which raises an intriguing observation of how some firms may create a traditional story by giving it history, but not of their own, which gives further support towards the importance of tradition through stories.

6.2- Being in the Right Place

6.2.1- Place/Terroir & Authenticity

Further observation, involving and apart from tradition, highlights the importance of *place/terroir* as a key factor for the firms. These concepts also further evoke other concepts such as *authenticity* as well, according to the respondents.

The sentiment concerning the importance of place for a firm focused on gin and jenever was shared by many of the respondents, regardless of the location. As the respondent from Nolet/Ketel One explained, for spirits it is important to inform about where you are from, for example, “Belgian jenever they have their name also where they come from, the city.” One of the prime examples is Rutte, which is not located in Schiedam, even though the firm is owned by one of the main players of the gin and jenever industry of Schiedam. According to the respondent of Rutte, place plays a vital role in their firm. When discussing the history of why Rutte may have decided to settle in Dordrecht, the respondent explains that “the wine was probably a reason they came here because Dordrecht was a very lively trading town... it was a wine town.” The statement demonstrates that similarly to Schiedam, the city was known as a trade town, other similarities to Schiedam were that “Dordrecht was one of the first towns for grain distilling before jenever existed. And this was one of these towns where there were the first grain branderij, the first grain distilling companies. So there was a tradition here as well.” This alludes to the fact that in comparison to Schiedam, a tradition of distilling grain and trading was also found in Dordrecht. Moreover, the importance of place for the Rutte family was also because of the creativeness found in their recipes. In fact, according to the respondent’s research:

The other reason we'd like to think is that we have a national park right next door, called the Biesbosch and so there's much more nature here...these were people that were really into the botanicals and into experimentation.

This place they were located in was detrimental to their uniqueness and the gin and jenever recipes that the family would create. Rutte further explains the importance of place for their firm by

depicting the implications it has on the company itself. In accordance with the respondent, Dordrecht is:

The place to be because (Rutte has) been here around 50 years almost. And because all our tradition is here, everybody who comes to visit here at the distillery, if you would take this away... I think it will take away the soul (of the) product.

Moreover, after the allegiance with De Kuyper, the decision was made to remain in Dordrecht, and according to the respondent, if they would have relocated the distillery then “its soul...you take that away, then people would think it's going to be a big factory, big scale production.” Further demonstrating the importance of place when considering authenticity as an asset for your product. In addition, regarding the consumers, the respondent expresses that “people are more interested in the old fashioned craft or where it comes from.”

On the contrary, according to the respondent of Old Schiedam, “not many people read where the company is from.” In fact, the respondent believes that having “a good company name and ... with tradition in mind,” would be of greater benefit for a firm. Moreover, the respondent believes that consumer value a family name over the place it is made because it “makes it more personal,” as it has been discussed earlier. In addition to that, the respondent believes that solely a place on its own does not give any advantages, the firm must have a good story to go with it. In fact, he explains how

Bobby's is from Schiedam, but they have a whole different kind of story on their bottle.

That's why they are big. Nolet uses Schiedam and the windmills and their family tradition of 11 generations... it's not really important to put Schiedam on your bottle... the most important thing in your marketing with the drinks is your story. So not the place where you from... it doesn't necessarily have to be Schiedam.

Therefore, in the respondent's statement, it is necessary to observe that place is only one factor in a larger scheme.

6.2.2- Schiedam

Regardless of the argument the respondent of Old Schiedam made concerning the importance of place, the other respondents demonstrate positive attitudes towards the concept of place for their own firms, especially regarding Schiedam. According to the respondent of Herman Jansen, for example, various firms that they produce for demonstrated high importance in having their product created in Schiedam. For example, "Bobby's is one brand that has in their contract that always, no matter what size of it has to be made here, it cannot be bottled somewhere else but has to be made here (Schiedam)." As well as Old Duff, which is one of the only authentic jenever products in the market, also has to be produced in Schiedam in Herman Jansen's Branderij de Tweelingh, the

old fashion and authentic malt spirit distillery where they make 100% maltwine jenever. Similarly, Nolet/Ketel One made the decision that every bottle they produce would be in Schiedam, regardless of the fact that the vast majority of their production is sold in the United States. According to the respondent, the decision was made because of the family and how "they are really connected to the society of Schiedam."

Other reasons why Schiedam is of such importance for the firms was expressed by Loopuyt and S'Dam. Loopuyt recognized Schiedam as the "home of the gin," which demonstrates the value the firm has for the city and its firm being located in it. While S'Dam explained that "all the Schiedam distillers still have Schiedam on their bottle," showing how for the firms it is valued to demonstrate to the consumer that the origin of their product is in fact, Schiedam. This sentiment, according to the respondent of S'Dam, was supported by the fact that the city "had the history of the jenever...the most unique DNA we have as a city, nobody can compete with that... When you look at big factories like Nolet, De Kuyper and Herman Jansen, they are here in Schiedam." This statement demonstrates why the firms may find it vital to be placed in Schiedam, and why they find it significant to insert it on their label. According to these respondents, the place seems to have value towards their firm in terms of tradition. Yet, this involves more the 'story' that is behind the place, rather than just the location itself. Without the knowledge behind the history of the jenever and gin industry in Schiedam, the place in and of itself would not hold such a strong advantage.

6.3- The involvement of tradition with innovation

6.3.1- Innovation

As mentioned earlier, while discussing *tradition*, the process of innovation for many of the respondents was influenced by the tradition of the jenever. In fact, the majority of the respondents admit that their process of innovation involves the use of tradition one way or another. To understand innovation better in the findings of the respondents, this research will follow the definition found in the study conducted by Wijngaarden, Bhansing, and Hitters (2019):

"innovation in the creative industries should be considered a field-specific process that has value in specific contexts and locations and takes different shapes in different settings... many innovations are produced out of the motivations to make things better or to make better things, but also that these innovations are shaped and created by their localities and the idiosyncrasies of the creative fields" (p. 401).

Using this definition, and concerning the observations found in the interviews, one peculiar and unique form of innovation found in this particular industry was through the implementation, combination, and changes of ingredients in the recipes. Other forms of innovation within the gin

and jenever industry of Schiedam which were noticed are, but not limited to, the production process, product innovation, as well as the business model used within the industry.

The respondent from S'Dam admits that this sense of using tradition and building innovation on top of it is at the heart of the city of Schiedam. In fact, she explains that when you look at a building, old monuments like the Korte Beurs where in former days the flower, etc... was the trade centre for jenever industry. It's very beautiful... (and) an authentic building. Then the library came in there and they made it a very innovative library and they said, well, it's not a library anymore where you have to be quiet, but we have a lunch room.

As was seen with the other respondents, it seems to be a customary approach to use tradition in order to innovate.

In regards of the gin and jenever industry, during the interview with Old Schiedam, the researcher and the respondent discussed about a few micro firms which buy the final product of jenever from the museum and how they adapted this product to make it their own. The respondent replied by saying that "they add their own flavour," the micro firms would buy the basis, malt wine, from Old Schiedam and then add "all kinds of herbs." Similarly to this, Rutte also follows a similar route for some of their own innovation. The respondent admits that while she "was looking through the books and saw a gin recipe, old Tom Gin... and saw the date and it said 1918," it led her to "remake this recipe, but instead of a gin, I added a bit of malt wine. So now it was like a hybrid between a gin and jenever." The building of knowledge from the traditional to the new was not an uncommon topic found throughout the various interviews. In a similar way, CATZ Distillery creates a gin that "is not only in the mix but also straight good to drink" in order to imitate the way traditional jenever used to be served.

Herman Jansen's respondent also argues that this built knowledge or even cross-category production will be the new innovation process for the future of the beverage industry. In the interview with Herman Jansen, the respondent claimed that in the future "you will see cross-category products... So that is an innovation that you will notice in the future coming with more cross products in the market." The reason behind this innovation process was explained by the fact that "younger people now are more globally oriented. That means that they have other ideas, other questions that they ask, which brings the traditional distillery to new ideas and challenges to make." Due to this reason, the respondent also alluded to the fact that tradition, in regards of being a family-owned company, may slow down innovation processes and therefore it is essential to join forces with entrants in order to keep up with the times. The respondent explains that "for innovation, that means that a lot of young people, our generation are really questioning the

regulation” which is the reason why companies such as Bobby’s Schiedam Dry Gin may be a critical asset for older incumbent firms, as they

see the world differently than a family-owned company. 99% of family-owned production companies are internally oriented. When people from outside come into the company and you join forces it always brings new ideas to the production company.

This further connects the idea of tradition and innovation as mutually beneficial to each other. Demonstrated in this example, a traditional firm (Herman Jansen) can see growth potential for themselves from an entrant and innovative firm (Bobby’s). On the other hand, the innovative firm (Bobby’s) sees an opportunity for growth and creating a strong position on the market through a collaboration with a traditional firm (Herman Jansen).

According to Loopuyt, their innovation is two-fold. On one side, similar to using the traditional jenever processes and recipes and building upon that to innovate, the firm instead looked at the London Dry Gin and decided to create a more efficient way to make their own. The respondent explained that with London Dry Gin “you have to distil all the botanicals in one time.” Instead, the company makes “12 separate distillates since we have 12 botanicals. And then we blend it, is not one to one but in a secret division, but when you have to second batch, then we have 12 references and we make 12 new ones and sometimes one or two a product of nature.” Twisting the traditional gin production process in order to innovate and create a “purer” product, while describing it as a “product that is old but also new.” On the other side, their other method of innovation is by distinguishing themselves with their “tonic and ginger beer from the other distillers.” The respondent claims that the other distilleries in the market do not have their own ginger beer and tonic, one of the reasons being that such innovation would be looked down upon in those distilleries as they are family owned, alluding to tradition being a barrier for innovative products.

While discussing with the respondent of Nolet/Ketel One about their new innovative product, the Ketel One Botanical, the interviewee responds similarly in regard to using traditional knowledge and build up to innovate. In fact, the respondent admits that

all the techniques we used for this are techniques that come from the production of gin... we have to knowledge of how to make gin, for instance, and we use parts of that for making this product... craftsmanship is really connected to innovation and tradition... that's important to mix tradition with innovation.

With this statement, the respondent demonstrated that regardless of the size of the company, there is always a degree of tradition taken into consideration while innovating. Moreover, the firm also follows a sustainability agenda within their innovation processes, which further led to new

developments within their facilities. For example, their newly built production tunnel in the headquarter facility was constructed in order to pass under the water of the canal and work in a more sustainable manner.

6.3.2- Trend

When considering innovation, many of the stakeholders in the gin and jenever industry of Schiedam seemed to focus on the concept of the trend as well. For some, like Loopuyt, the reason for choosing to produce gin over producing jenever came down to the current trend. In the respondents' words, even though he is a "big fan of jenever, gin was much more trendy." This sentiment of gin being the new trend was also followed by Herman Jansens's respondent which explained that "gin was one of the products of the future."

On the other hand, the producers of jenever also used trend through tradition in order to bring their product back to the market. The respondent of Nolet/Ketel One explained that in terms of using jenever to innovate, many stakeholders involved in the industry are trying to bring back traditional ways of drinking jenever, like the "Kopstoot." The respondent argued that "every distiller of jenever is finding new ways to sell more jenever because the group who is drinking jenever is old age," and the Kopstoot, having a glass of jenever and a beer as a chaser, has been an attempt to re-introduce jenever in the market.

The Kopstoot was also discussed by the respondent from Rutte, who explained that "the kopstoot is really coming back... this used to be a very traditional thing to do, but now the brands are wanting to bring it back as a modern variation of it." Now jenever producers and craft breweries are teaming up to make this traditional way of drinking a new thing amongst the younger demographic. Old Schiedam's respondent also mentioned the rise of this old trend by saying that nowadays "more bars and cafes are getting that back, but the Kopstoot special. So they use better jenever, the old jenever, or real young jenever... now there is more experimenting and putting it on the map that you can use good old jenever with a double or triple beer." A comparable argument was given by S'Dam's respondent who explained that the stakeholders are trying to make the drink trendy again with nice service, making it look and taste good. In order to innovate the traditional way of drinking, the stakeholders want the consumers to experience "this thing in a different way... you have a nice trendy new beer and you have a nice glass of jenever or malt wine and you do the pairing and tasting." Concluding that this has been "a new trend which the bartenders set out to do" which then allowed the industry to follow the trend. The researcher further noticed this attempt in a local trendy bar frequented by millennials called THOMS, where for 6.50 euros it is possible to purchase one of four options of Kopstoot with different mixes between jenever choices and their local craft beers.

6.3.3- Industry Development

The industry development that occurred in this industry was another major concept that was touched upon by several respondents for this research in terms of innovation. Therefore, the concept will be discussed in details regarding the type of industry development that occurred for each of the respondents.

6.3.3.1- Jenever to Gin & the Resurrection of Jenever

As the story goes, according to the stakeholders of the gin and jenever industry of Schiedam, the product innovation (the creation of the gin), was solely due to the tradition of jenever. In fact, this was highlighted by a couple of respondents. As Old Schiedam puts it, the tradition was jenever then the English started to develop because they couldn't get the jenever anymore due to the war. In the failure of trying to make jenever themselves, they invented the gin. The respondent explains that this process was a new development of an old tradition. Similarly, Nolet/Ketel One's respondent agrees that after borders for the trade of Dutch jenever to England were closed, the English decided to start producing their own spirit, which they called gin from jenever.

According to Loopuyt, gin itself also faced a recent industry development. The respondent explains that

15 or 20 years ago some new brands started to make gin in another way because the Beefeater and the Gordons are very simple, only with juniper berry. And then Bombay was one of the first, they started to make gin botanicals and people started to drink it with tonics. Then it was ... simple tonics, but then... good tonics and that combination of new gins with fine botanicals... It was an evolution of the gin.

Other respondents express their view of the industry development of gin as it returned to the production of jenever, in other words, a resurrection of the jenever.

As the respondent of Old Schiedam puts it, the market is going back to the old tradition of jenever. When shining a light on the reason behind this resurrection, the respondent argued that thanks to the gin... a lot of Dutch big distillers helped first make gin popular so jenever could follow... it's easier to make a gin tonic that's already known with people and doesn't have that old ring to it, to make it popular and then make the jenever follow up.

Moreover, the respondent goes on explaining that five or six years ago the gin craze began, while jenever was facing a constant rise and fall. Yet, in the past three years, the jenever industry has found itself “going in a resurrection” when it became the popular drink of the summer for three years in a row. Furthermore, the respondent believes that the present time gin craze has halted since “every kind of flavour already is there” and therefore people are now going back to jenever. The respondent concludes his argument by using evidence of the museum’s own production of jenever

which, once being constant, now in the recent years it has been rising “pretty rapidly,” further predicting that demand will “double up at least in the next two years.” In fact, it is a common opinion that with the rise in popularity of the gin, the jenever market was able to follow right after, as S’Dam explained, the gin “brought them (the firms) back to the jenever and they started to do things with jenever.”

While discussing the resurrection of the jenever with other respondents, similar arguments were made as to the ones mentioned above. Rutte explained that the “gin has helped a lot because there was such a trend and the people are so interested in it. It brought new life to us.” The respondent explains that the reason why gin allowed the jenever to be resurrected, was because people wanted to be informed more about the gin, which led them to the Netherlands, and in consequence to the jenever, the source of where it all started.

Furthermore, the respondent explains that another innovative factor that came with the gin hype was that since all the jenever producers “are all very secretive and nobody talks about the recipes,” the gin producers instead “came and they put all on the bottle which botanicals they use.” This made the jenever producers reflect on their labels, as they were not used to sharing their ingredients. In fact, the growth in popularity of the gin industry allowed for the more traditional jenever firms in the market to take the gin industry as an example, and lower their ‘walls’ in order to share knowledge amongst each other. On the other hand, the consumers increasingly became more interested in the products they were consuming and therefore, according to the respondent of Rutte, this led the jenever producers to open up and talk about all the botanicals they use and showing them on the labels, similarly to the gin producers. The respondent also reports this time as being a “big renaissance,” even though the jenever market has seen many ups and downs, Rutte believes that the industry has recently been seeing an upward trend.

6.3.3.2- Growth

With the resurrection of the jenever, stakeholders and the industry have felt a rapid growth in the market. According to Old Schiedam's respondent, as aforementioned, the museum's sales have risen in recent years. Furthermore, the museum has also had an increase in visitors. The respondent explains that now “there are more people buying the drink... and more and more people... are opening their eyes... And then they start appreciating the drink more. And I think that helps to increase the sales of not only our own, jenever but every kind of jenever.” This increase in visitors and ambitious consumers wanting to know more about the traditional jenever was also felt by the city of Schiedam itself. According to the respondent of S’Dam,

the attention for the distillery district draws a lot of people ... and we see an increase everywhere. At the jenever museum, at our electric boat, everybody had an increase from

about 10 to 20%. In former days, I did not have people from abroad... from 65 to almost a 700,000 or something... In 2016 we had 6.5% of our visitors here at 14%... the rest of Holland, 23 to 35%... The hype of the gin helped, the hype of Rotterdam as a popular destination, those things really changed the view on Schiedam from the potential visitor... distillers district helped us enormously and the growth of the distillers.

The resurrection of the jenever, in a certain way, was a blessing for all the stakeholders involved in the industry, including the city of Schiedam.

6.3.3.3- Premium

Concerning the industry development of the gin and jenever products in Schiedam's industry, as regarding its tradition, the respondents seemed to share a unanimous sentiment on re-branding the products as *premium*.

According to the respondent from Old Schiedam, the jenever in Schiedam was known as "kind of a cheap product" which "you didn't really know what you were getting." This description, according to the respondent, was one of the main reasons for the downfall in demand of the traditional product. Nowadays, with the resurrection of the industry, the stakeholders have decided to abolish this past notion of the product by branding their own products as premium. As discussed earlier, the respondent from Rutte argued that one of the main reasons for DeKuyper's acquisition of the firm was that "they saw (Rutte) as a possibility to get back into the jenever trip but at a premium level." Moreover, the respondent explains further that the companies that do export the jenever now, "they really bring that good stuff," further alluding to the fact that the industry wants to portray this new premium image of their product to the world. Even the respondent from Herman Jansen agrees that when they make their choice on whom to do business with, they make a "choice for quality premium products instead of volume."

The entrants in the industry as well share the similar sentiment of wanting to make sure that their product is labelled as premium while they build their brand. In fact, the respondent from Loopuyt explains that his product is an expensive gin, costing around 40 euros. Furthermore, the cost of the product is not the only incentive Loopuyt has used in order to create and maintain this image. The respondent works with bartenders, as well as partnering with exclusive events like the Boekenbal, in order to become a premium brand. Quite similar is the approach that S'Dam uses for their Distillers Academy. The respondent explains that they are "really trying to keep high quality, the best bartenders and the best people that know everything about our products." The statement further shows the overall incentive by every stakeholder to derail from the negative image that is attached to the local product from its tradition, in order to re-brand it, in an innovative way, as a premium product.

6.4 The Dynamics Between the Stakeholders in the Industry

While observing the apparent growth of the gin and jenever industry in Schiedam, we are also interested in understanding how the stakeholders jointly take part in this industry, and how they are cooperating, or competing, in consequence of this rapid growth. Further on, the researcher observed the implications that tradition may have had in determining the extent of cooperation or competition between the stakeholders. Two basic processes that are commonly found between incumbents in the industry, in fact, are competition and cooperation.

6.4.1- Cooperation

The degree of cooperation between the stakeholders varies from respondent to respondent. Even though there are some differences in sentiment, the general sentiment demonstrated that cooperation within the history of the industry has been lacking, although initiatives for cooperation have been recently brought into discussion in order to promote the local products created within the industry. The respondent of S'Dam explains that cooperation between the distillers is quite tough, especially due to the tradition that goes along with their firm, being old family-owned businesses. The respondent argues that if an initiative is put under Schiedam, then perhaps there's a chance of cooperation between the firms. Further on, the respondent says that in terms of promoting the city of Schiedam, it is beneficial to also promote jenever and its distillers. Yet, the thought concluded by highlighting that this local cooperation between distillers is as "recent as this year" and that "they still do come together but the cooperation between them is still difficult." In fact, the meeting that regarded the creation of the Distillers Academy, an initiative led by S'Dam, was the "first time that they combined together to do something for the city of Schiedam to help us and to promote their brand."

In response to the previously stated sentiment, according to Old Schiedam, their initiatives to cooperate comes to the extent of, at the moment, selling their final product to two micro firms. The respondent explains that they do not distil for these individuals, but rather they sell them whatever is left of the end product as well as aid them in developing their own drink. These efforts were done as an objective for the museum to show the world what jenever is by embracing such cooperation with interested participants. Regardless, this cooperation has its limits. The respondent admits that "if they go over that amount, that will be conflicting with our own production for Old Schiedam and we don't want that." This statement shows this specific stakeholders extent of cooperation, which is to spread knowledge of jenever and the integration of new firms as far as the limits of production capacity that their distillery can offer.

Furthermore, Old Schiedam tries to cooperate in efforts to promote locality as well, for example by creating a new distillate of jenever in collaboration with three different local coffee

brewers of Schiedam. When discussing the dynamics, in regards to cooperation, between the distillers in the city, the respondent of Old Schiedam discussed that S'Dam has been trying to push greater cooperation amongst them in order to work together. This attempt, as argued by the respondent of Old Schiedam, was for mutual benefits of the promotion of Schiedam as a city, as well as of the jenever as a product.

Many of the respondents agree that cooperation was lacking between the gin and jenever firms in Schiedam. They admit that recently there have been various initiative involving a certain degree of cooperation amongst the firms. According to the respondent of Rutte, cooperation came in two forms. Firstly between large incumbent and entrant (or SME) firms. In fact, the respondent expresses that the decision for DeKuyper to start doing business with Rutte was due to the fact that they "saw (Rutte) as a possibility to get back into the jenever but at a premium level." This style of cooperation, a sort of acquisition from a larger company was also described by Herman Jansen. Acquisitions are commonly observed in the creative and cultural industries. According to a study conducted by Gundolf, Jaouen, and Gast (2018: p. 156), "alliances allow firms to cope with pressures such as competition, resource shortages, and high levels of uncertainty and unpredictability, which are often experienced by micro-firms in cultural and creative sectors," as well as "enable firms to diversify their products and/or services, reduce their uniqueness, and reach larger targets." The respondent from Herman Jansen explains that ventures with smaller firms are rare but increasingly occurring, he explains that "99% of the brands that we make, we are not owners from, just B2B" while Bobby's venture was truly an exception. Regardless, the respondent also observes that other companies are making similar ventures, for example, "De Kuyper now has cooperation with, Alex Catena, from the Artesian Bar."

Secondly, Rutte goes on explaining that there's also cooperation in terms of working with AVANDIS, where three companies (BOLS, Herman Jansen, and De Kuyper) use the same facility for their bottling. The reason why this bottling facility is observed as a method of cooperation is due to the fact that in the history of this industry, firms used to be against outsourcing or working in the same facility as their 'competitors.' Although, with the implementation of facilities like AVANDIS, the outsourcing of the bottling process allows for all of the firms to cut down on their cost of production through cooperation. Moreover, the respondent from Rutte explains that this is a "very efficient way of working with the competition." Similarly, Herman Jansen also discusses this cooperation explaining that the aforementioned production facility in Zoetermeer is one of the only business cooperation they are involved in, besides their Business-to-Business department which they use for "innovative people." For example, as stated by the respondent of Loopuyt, the production of the Loopuyt gin is made in a Herman Jansen facility, along with Bobby's Schiedam

Dry Gin. Furthermore, Loopuyt also believes that there's no cooperation between the firms in Schiedam, explaining that they are not "enemies" but cooperation is not present in the industry, besides at the Distillers Academy. Similarly, CATZ Distillery argues that there is no cooperation between the different distilleries in Schiedam, except the recently implemented joint support by the Stichting Promotie Schiedam.

In regards to cooperating in order to strengthen a mutual product, Rutte's respondent touches briefly upon the initiative by the European Union to promote the jenever as a category in America, explaining that it was the first time jenever distillers worked together. This is another type of cooperation found in the industry. While discussing this cooperation with the respondent of Herman Jansen, his reply was that this initiative

was the first time in three hundred years that jenever distillers decided to join forces and to promote the jenever category... not only their own brand but to promote the category jenever in the US for the next three years.

Amongst the many firms involved in this initiative, which is a subsidized project by the Agriculture Department of the EU, there is De Kuiper, Herman Jansen and BOLS.

Similarly, the respondent of Nolet/Ketel One explains that the only cooperation for them is with the trade association but not on a market level, and with the organization to support responsible drinking in the Netherlands. Moreover, the firm truly believes in cooperating with the city of Schiedam, demonstrating stronger values for locally oriented cooperation. In fact, they support various events and facilities of Schiedam. Regarding the joint subsidized project to promote jenever as a category in America, which Nolet/Ketel One is not a part of, the respondent's argument was that "the association here in the Netherlands is trying with the help of the European Union to give a push getting a market position in the United States with jenever but it's a huge country." Yet, the respondent has a good feeling about the outcomes of this initiative since in the past "around 1900 cocktails in the United States were made with jenever and not with vodka."

In regards to traditional companies and the future of the industry in terms of cooperation, two respondents gave their positive view on the need for better cooperation in the industry. According to Rutte, in order for jenever to succeed "you have to do it together because when you do it on your own with this product and you're not a category. And that's what we're trying to create now. We tried to create a consciousness that the jenever was a category." Moreover, the respondent of Herman Jansen shared his feelings on cooperation by explaining that in the past the firms only saw each other on trade shows. On the other hand, he continues his thought by saying that "we are now in a different generation. Our generation is of sharing and collaborations and working together. With all old family companies, they have 300 years of history with each other and did not always

go well... My generation is more about working together and sharing.” With this sentiment, the respondent alludes to the fact that tradition may sometimes impede any progress in terms of cooperation in the industry, which as observed, is detrimental for jenever in order to succeed. This further indicates the lack of enthusiasm towards cooperation found by the majority of the stakeholders in the industry, although a significant minority does express the benefits that cooperation could bring.

6.4.2- Competition

The degree of cooperation between the majority of the stakeholders in the industry appears rather low. Therefore, it is imperative to observe alternative behavior, competition, and how the industry portrays it. According to some of the respondents, competition between distillery has been observed in the history of the industry itself, at least until recent times when cooperation initiatives have been implemented.

Even though the respondent of S’Dam recognizes benefits in the initiatives of cooperation within the industry because of the effect it may have in promoting the products, as well as the city of Schiedam, to a greater market. The respondent mostly recognizes that so far the industry has found itself facing a competition between the firms, and neglect for cooperation was demonstrated in the industry for a long time. The interviewee agreed that "there's tremendous competition... the whiskey people work together much more and they went out and made whiskey popular here in Schiedam... it's very difficult to get them together to let them work together in this. They all have their own way." On the other hand, the respondent also expresses the opinion on the benefits of cooperating within the industry by arguing that it is “something which they should do” and thanks to the efforts of S’Dam, “in 2017 after long preparations, I had the six distillers at one table. That was the first time almost in, I don't know how many years because they don't sit together at a table and discuss what they can do together." According to the respondent, the reason why these firms do not cooperate well with each other is due to tradition and being family-owned businesses,

they're families when you look at the big ones... These are really traditional with the big history, real history. And they, in former days, they didn't need to work together, jenever was a tremendously popular product... They didn't work together and looked at their firms as a product as one.

Despite these concerns, the respondent believes that competition can be healthy but if the firms would join forces as well against external competition and threats, then the industry would do better altogether.

Continuing with the sentiment of internal competition, Rutte explains that in the industry “there is a lot of competition... People don't tell you stuff and we don't know if old recipes are

being used... people don't tell you, it's all very secretive... there's a lot of competition and people are a bit unwilling to cooperate, more than other industries.” Regardless of this statement, the respondent seems to demonstrate hope and positivity for cooperation in the near future, “the fact that we now work together on the jenever projects in the US is quite special. It's the first time we do something together.” In fact, the respondent explains her concerns about competition and the benefits that cooperating may bring by saying that “if we would have worked together as they do in the scotch whisky area, maybe we would have brought jenever to a higher level, but somehow it is difficult.” Moreover, the concerns were exemplified by the meeting held for the AOC in 2008, where the respondent recalls "sitting in those conversations and it's very difficult to make an agreement by legislation together.”

The external competition was also present in promoting Schiedam as the jenever capital of the world. In fact, according to the respondent of Old Schiedam, there may be one competitor for this title. The respondent explains that within European regulations, jenever can only be made in the Netherlands, Belgium, parts of northern France and the west of Germany. Yet, there is another city in Belgium that strongly promotes the presence of jenever, despite the lack of distilleries which does not match the amount Schiedam holds. Hasselt holds a big jenever festival, which in comparison to Schiedam's jenever festival that is only in the museum and the nearby church, "the entire city (of Hasselt) turns into one big jenever festival playground." Therefore, according to the respondent, the city of Hasselt is ahead of Schiedam in terms of being a "jenever city" and showing what a city could do with this title. For this reason, the jenever museum of Schiedam is working towards informing people about Schiedam and jenever's history, in order to demonstrate the richness of the product and the city's fame for "being the old jenever capital of the world” which held a triumphant 400 or so distilleries in 1880.

Overall, the findings demonstrated by the respondents showed that there was a significant degree of both internal and external competition within the industry. According to the respondents from Rutte and S'Dam, internal competition has been witnessed within the industry throughout its history. Regardless, the extent of this competition has been steadily declining in recent times thanks to the incentives to cooperate for the promotion of the city of Schiedam, and the gin and jenever's industry products in order to face the threat of external competition.

6.4.3- Inform & Expose

As it has been observed through the findings of this research so far, the industry of Schiedam's gin and jenever has been facing rapid growth in recent years. While investigating on how this growth may have happened, as well as understanding how the stakeholders are attempting to aid this steady growth, all respondents reported a high degree of importance for *informing* and

exposing the product with the use of its tradition, which quite eloquently further demonstrated the role of the dynamics between the firms in the industry.

Regarding cooperation and competition, the research found that there was a presence of competition between the stakeholders, but also that in recent years the traditional way of “not cooperating” has been transforming thanks to one common factor, the jenever. The respondent from Old Schiedam explained that “it's not that they share every secret, but they work together in making sure that the rich history of jenever in Schiedam is kept alive.” The degree of their recent cooperation, in fact, has been thanks to the beneficial and mutual need to inform the world about the unique product these stakeholders are involved with. The respondent goes on explaining the role of the jenever museum, as well as introducing the role bartenders had, in informing about the jenever and how it aided the recent growth of the industry.

“Gin has been popular and the better and high-end bartenders always want to know everything about their drink, everything about the drink that's popular at that moment... so they found out that you have to go back to jenever... and then they find out that this museum exists, but they started coming here to learn about the product... as a museum, we help with the spreading of the heritage of the jenever and helping other people make the products popular. Because we share the knowledge with the bartenders, they can tell their customers more about this drink and if you know more about your drink, it's better to drink, you can enjoy it more.”

With this statement, the respondent of Old Schiedam is able to introduce and convey the concept of informing and the importance of the jenever tradition while doing so.

This previous sentiment concerning the significance of cooperating in order to succeed in informing the world about a product was also shared similarly by other respondents. The respondent from S'Dam argued that “you have to stick together to get a message... jenever is a beautiful brand and beautiful product and it needs to be right along with the whiskey. You need combined forces to do that and to join forces.” Moreover, the respondent explained the mutually beneficial outcome of collaborating with the local distilleries in order to inform the world about their product, and in consequence, the city of Schiedam.

The previously mentioned initiative from S'Dam, the Distillers Academy, was a concept created in order to market the city of Schiedam, while also promoting the local gin and jenever firms that were producing within the city. The project was purposely made to extensively give an in-depth course to all interested participants about these local products, in order to make them more aware about the uniqueness of the products, and able to distinguish the firms as well.

“The instructor has 20 minutes to tell you about the history of Schiedam and the jenever history and about the distilleries which are in Schiedam, and the history of the distillers... all those kinds of stories in 20 minutes. Then he takes you with him and shows you how alcohol is made, the process of making alcohol. And then he also explains, when you get vodka when you get jenever when you get gin when you get liqueur...he explains the differences between the disciplines and the last 20 minutes... they want to taste jenever because they love jenever... we have a gin tasting... and they tell you the story about Bobby's and the botanicals, and getting to know your botanicals.”

Furthermore, the respondent of S'Dam explains that this initiative was also vital for the promotion of the products because many of the stakeholders “really focus as a communication... their marketing is focused on the bartenders. They don't focus on the consumer.” The respondent argues that it is imperative for the consumer also to be informed about the jenever and its rich tradition, and therefore it is “very important that you educate the consumer and that they know the difference between the brands.” In fact, with this initiative, S'Dam “tried to fill that gap by doing something for the consumer.”

Other respondents in this research answered similarly regarding the need to cooperate in terms of informing the world about the rich tradition behind the gin and jenever product of Schiedam. The respondent from Rutte explained that “you have to do it together because when you do it on your own with this product and you're not a category” demonstrating the vitality of informing about a product by joining forces to create greater value for it. Moreover, the respondent explained that with the subsidized project granted by the EU, the stakeholders “tried to create a consciousness that the jenever was a category” while doing so through cooperation. In fact, the respondent concludes their thoughts explaining that “you have to do a lot of work informing people so that we can control.” This statement demonstrates the degree of effort the stakeholders need to use in order to succeed in informing the public.

Herman Jansen also responded sharing a similar sentiment on the lack of knowledge the public has over the tradition of gin and jenever in Schiedam. He goes on explaining that “when we talk about jenever, you need to explain what it is because for people not in Holland and Belgium it is very unknown to know what jenever is... they don't understand the category of jenever... it's our job to educate the people.” This statement depicts as well the importance of informing and educating the public about the common product that the stakeholders are producing. For example, despite holding an PDO, the jenever is surprisingly unknown outside of its protected regions. In fact, the respondent goes on explaining that “the professionals know Schiedam has a big

background but that's not a big group of people. We have a lot of explanation to do on Schiedam." Further explaining "that's also why we put Schiedam on Bobby's bottle, so people ask us 'what is Schiedam?' And then we have the whole story of Schiedam to tell." This sort of initiative to tap into the consumers curiosity is something that the respondent believes many other stakeholders should be doing in this industry in order to gain more value for the common product, "we are talking a lot with the other distillers to put Schiedam forward so that people will recognize more and more as a quality stamp." Moreover, the respondent explained that in terms of a positive outlook on future cooperation between the stakeholders, the subsidized project granted by the EU was the "first time in three hundred years that jenever distillers decided to join forces" and this was solely due "to promote the jenever category."

In similar ways, Nolet/Ketel One agrees on the concept of informing to be vital in the success of a product. The respondent explains that when Ketel One was first created, its owner went to "a restaurant where bartenders came after their duty... And he started there to explain what Ketel One was, what the quality was. And that was the beginning of the success." Furthermore, the respondent also alludes to the importance of having a family member inform the public about the product, to stronger reflect the image of being a traditional family-owned business, "having a family member in your country, that really makes a difference... if they can meet a member of the family that makes really a difference because then you make it clear what it means to be part of the family made."

Some stakeholders approach the concept of informing through the exposure at events and awards. According to CATZ Distillery, the most important factors besides heritage were "achieved awards... the enthusiasm of the founders and the presence on all gin festivals." A similar agreement was discussed by the respondent of Loopuyt, who proudly announced that they "are official partners of the film festival and they're standing at the opening party and the closing party."

7.0- DISCUSSION

The theoretical framework developed in the second section of this research with a solid insight the issues which were faced in this study. Development on theories concerning tradition, innovation, place, and resource-based market structure has been constructed through the findings of this research and will be highlighted thoroughly and explicitly in this section. In order to cultivate and strengthen the aforementioned theories, the study took a holistic approach centralized on the overarching role of tradition, with specific sub-questions in relations to innovation, place, and dynamics, of the gin and jenever industry in Schiedam. Therefore, the following subsections will present the application of the theoretical framework to this particular case study, while introducing further theoretical concepts due to the inductive nature of this research. The discussion is structured as follows. First, the results concluded at the firm level will be discussed in terms of the role of tradition, the application of authenticity, and the importance of place. Next, the results at the industry level will be outlined in regard to the cooperation and competition among the firms, and elaboration on informing and exposing will be made. Lastly, additional reflections on emerging results will be discussed.

7.1- At the Firm Level

7.1.1- Tradition

The city of Schiedam holds a rich history involving the gin and jenever industry dating back to over four hundred years. In fact, as previously mentioned, the city used to have around four hundred distilleries producing spirits (Janmaat & Van der Weerdt, 2018; Van der Sloot, 2015). Despite the turbulent environment which the industry has faced during this lengthy period, around ten gin and jenever firms now occupy the ‘Distillers District’ of Schiedam. For many of these firms, tradition still plays a vital role.

On one hand, in regards to the role of tradition within the firms of the gin and jenever industry in Schiedam, most of the respondents demonstrate the use of tradition in order to create an image around their products. In fact, in comparison to Ryder’s (2014) study suggesting that value creation occurs when tradition enables an organization to create strong and positive feelings attached to a product, thus further increasing the value and legitimacy of it through the implementation of past knowledge. Similarities are seen with Herman Jansen’s Notaris, which started as a recreation of the traditional jenever production in their Branderij de Tweelingh. As well as demonstrated by the use of traditional craftsmanship and product testing conducted by family members which Nolet/Ketel One discussed in regards to their own production. Furthermore, Herman Jansen also alluded to the fact that “being part of a distillery that makes malt spirit jenever, you don't have a future without history” eloquently demonstrating the argument made by Petruzelli

and Salvino (2014) in regards to the usage of tradition to position new products in a better defined temporal and geographic space.

On the other hand, a minority of the respondents displayed their concerns towards the role of tradition within their firm. In fact, despite depicting the image of tradition through their marketing efforts and brand, Loopuyt recognized that heavily implementing tradition within the firm may lead to negative outcomes. The respondent's argument was that, as an entrant in the industry, one benefits from not having the "baggage of the past" and therefore the firm has the ability to move forward while doing things differently. Even though his statements go against recent research conducted by Petruzelli and Salvino (2014) and Ryder (2014) claiming the advantages of innovating through tradition, it does support the findings in previous research conducted by Leonard-Barton (1992) explaining that relying on past knowledge can cause an organization to find itself path dependent, inflexible, and with core rigidity. Similarly, Loopuyt argued that, differently from other firms in the industry, what allowed their firm to implement the production of the tonic and ginger beer was their detachment from tradition. Moreover, the respondent believes that attachment to tradition was the downfall for several distilleries, explaining that these firms were "old brands" with only jenever product and "no new brands, new gin." The argument follows the conclusions made by Barron, West and Hannan (1994) explaining that the past can be considered a source of resistance towards the future, as well as Sorensen and Stuart's (2000) findings in regard to firms becoming obsolete and not meeting the current expectations and needs of the consumer, therefore the firm in the industry may find a lack of demand for their product.

The extent to which the respondents present tradition externally in their firm varies, yet there are a few commonalities within the industry in terms of how and why they implement tradition within their image. Supporting the findings of the research conducted by Baldacchino (2010) and Schnell & Reese (2003, 2014), all the firms demonstrate the importance in regards to the external presentation of tradition due to the fact that the market is now facing a cultural shift which means that consumers are increasingly seeking local and craft products. Moreover, Brown (2011) also explains that, specifically in the food and beverage industry, consumers tend to search for products that satisfy their needs to reclaim the past. Therefore, the respondents share a similar sentiment of marketing their products as traditional. One of the ways the firms in this industry seem to depict this image is through using family names in their brand (i.e. Nolet, DeKuyper, Loopuyt, Bobby's, CATZ, Rutte). Old Schiedam explains that this strategy allows the firm to become more personal to the consumer. Similarly, Nolet/Ketel One argues that nowadays there is a consumer consciousness in regards to what they need, which involves needing a story behind the brand they

purchase. Therefore, by adding “family made” on their label, the Nolet/Ketel One believes that it signals to the consumers about a good story behind their product.

The concept of stories has been frequently used among all the respondents. As explained in the findings, the aim of stories is to inform the world about the rich tradition held by the gin and jenever industry of Schiedam. The presence of stories in relation to the firm is introduced by multiple respondents: Old Schiedam refers to stories as being the most important factor behind a drink, Nolet/Ketel One explains about consumer consciousness and how they want to hear the story behind a brand, and Loopuyt argues that new brands with a good drink but without a story do not set themselves apart. These responses align with Lounsbury and Glynn's (2001) study proposing that "entrepreneurial stories facilitate the crafting of a new venture identity that serves as a touchstone upon which legitimacy may be conferred by ... consumers, opening up access to new capital and market opportunities" (p.545). Moreover, similar sentiment about the concept of stories is shared by S'Dam who explains that storytelling was a marketing method for Schiedam as well, and the initiative of the Distillers Academy was indeed used to create 'content' for the city. These examples offered by the respondents all support the findings discussed by Hede and Watne (2013) in regards to the cultural shift and high importance towards the narrative of the brand image. Moreover, the study also argues on the meanings that are ingrained in the place further adding to a firm's narrative.

7.1.1.1- Authenticity

While understanding why tradition plays a major role in all of these firms, it is imperative to observe the authenticity of the products in regards to tradition. As discussed in the findings, when referring to authenticity, the research focuses on the definition created by Grayson and Martinec (2004) explaining that authenticity is formed around 'indexical cues' or 'iconic cues.' To understand the role of authenticity in regards to tradition within the industry, the respondents seemed to categorize authenticity according to the production process and the product. According to Old Schiedam, not many of the firms in the industry follow an authentic production process in concern to the jenever, or rather, they do not display 'typicité'. As Vaudour (2002) explains, 'typicité' means that the firms which employ the use of terroir must be knowledgeable about their characteristics. The transfer of knowledge comes from generation to generation and it is created in order to master the *production process* and the *execution of the craft* in relations to a specific place. On the other hand, other respondents such as Rutte, explain that they have involved thorough research in order to achieve this 'typicité' in accordance with the tradition of their product and its location.

Regardless of the vital importance many of the respondents demonstrate towards the use of traditional and authentic recipes, as shown by Herman Jansen, Old Schiedam, and Rutte, an argument can be made that most of the firms in the industry do not try and achieve 'typicité' and rather prefer to comply with a lesser strict perception of origin, the 'Made in...' label. Similarly to Spielmann and Babin (2017) and Gürhan-Canli and Maheswaran (2000) argument on 'Made in...' labels, as observed in this research, many of the firms display importance towards labelling their products as 'Made in Schiedam,' potentially to gain the benefits that come with the terroir. Yet, the firms prefer not to be tied down by conforming to a traditional production process in order to differentiate their products and innovate.

7.1.1.2- Place

The importance of the concept of place is observed to be at the core of the firm for the majority of the respondents. This was further exemplified by the establishment of the firms in their historically persevered original location. This was exemplified by Herman Jansen, Loopuyt, and



Picture 10 Waterways of Dordrecht

Rutte, whom all are located in their respective original family buildings.

On the opposite end of the spectrum, one respondent demonstrates negative sentiment towards the importance of place attachment and terroir. According to the argument made by Old Schiedam, the consumer does not seem to value the place of origin of the product, going against the findings by Van Ittersum et al. (2003) and Marcoz et al. (2016), further asserting that a good company name with regards to tradition, or using a family name, gives greater benefits to a firm.

Concerning place attachment and terroir, the majority of the respondents share positive feedback on the role of place within their firm. Charters,

Spielmann and Babin (2017) suggest that the “environmental and socio-historical characteristics of a place as used and interpreted by producers gives a unique, irreproducible shape to a product as the

strongest geographically related competitive advantage” (p. 749). Following this argument, the respondents in the gin and jenever industry of Schiedam also demonstrate high affinity in placing their firm within this specific location. This sentiment is exemplified distinctively by a number of respondents. Nolet/Ketel One discusses that for a spirits firm, it is important to inform the consumer about their unique location. This sentiment is also shared by the respondent of Rutte, expressing that “people are more interested in the old fashioned craft or where it comes from.” This statement aligned with the argument brought up by Van Ittersum et al. (2003) demonstrating that the marketing practice of labelling products is meant to comply with the consumers' curiosity regarding the origins of the goods. Moreover, the statement made by Nolet/Ketel One also complies with the empirical evidence by Marcoz et al. (2016) which demonstrates that this strategy has been perceived as a significant attribute to similar food and beverage products.

Furthermore, Rutte explains that the importance of place was vital to their firm in regards to their production process and recipes. As the respondent argues, the importance of place for the Rutte family was due to the creativeness found in their traditional recipes. According to the respondent, being located next to the national park, Biesbosch, allowed for the experimentation of botanicals found in the family recipes. This statement strongly reflects the argument on terroir made by Loulanski (2006), as the researcher suggests that terroir encompasses various place-related dimensions, including *raw material* and *tradition*. Further on, the researcher also argues that one of the characteristics of terroir includes *intangible elements* (the unique family recipes in the case of Rutte) that are passed on from generation to generation in order to make up the *cultural heritage*. Moreover, this statement also supports the findings made by Barham (2003) and Charters, Spielmann and Babin (2017), arguing that terroir products may not exist without the *human capital* which enables to shape such products' value potential due to the knowledge and skills passed on by generations (e.g. families, craftsman, farmers). Similarly, Rutte explains that the firm has been established in that location for around fifty years, and therefore, all the tradition they have is located in that place. In consequence, the respondent admits that “if you would take this away... it will take away the soul of the product.”

The importance of place attachment and terroir for firms is also demonstrated by Herman Jansen. The respondent explains that a few of the brands they produce to demonstrate strong feelings towards having their products created within the Schiedam location. Similarly, Loopuyt shows strong importance in the locality of the firm, which allows for the conclusion that the importance of terroir is shared by the incumbents as well as the entrants. As the respondent explains, he recognizes Schiedam as the "home of the gin" further aligning his thoughts with Verhaal, Hoskins, and Lundmark's (2017) which findings suggest that local identity is likely to have

a positive effect on the peripheral firms by having a dichotomous characteristic, and therefore a firm entering the market is either local or not. In fact, Loopuyt demonstrates their locality through their product name as well, "Schiedam Dry Gin."

7.1.2- Innovation

In Wijngaarden, Bhansing, and Hitters (2019) study, a call for further research was discussed in terms of clarifying whether their findings on innovation were truly characteristic of the creative industries. In accordance to this call, the research at hand is able to add upon the study by depicting the implementation of innovation within the creative industry, as defined by Wijngaarden, Bhansing, and Hitters (2019), in the process of innovation for the gin and jenever industry of Schiedam. Considering that "an atomistic and linear approach to innovation cannot be upheld when discussing the creative industries" (Wijngaarden, Bhansing, & Hitters, 2019: p. 393), the researcher proposes multiple forms of innovation that are found within the gin and jenever industry of Schiedam, as well as concluding on the role that tradition has within them.

Within the gin and jenever industry of Schiedam, the process of innovation can as well be defined as being a "field-specific process that has value in specific contexts and locations and takes different shapes in different settings" and "shaped and created by their localities and the idiosyncrasies of the creative fields" (Wijngaarden, Bhansing, & Hitters, 2019: p. 401). In fact, according to the respondents, the most common forms of innovations is in regards to the use of new raw material and ingredients, the production process, new product inventions, and changes within the business model.

Many of the respondents agree that they used tradition as the base to build their innovation. This notion follows Petruzzelli and Albino's (2012) finding regarding the increasing recognition of using the past as a tool for innovation advantages. In accordance with the research at hand, observing the food and beverage industry, Petruzzelli and Savino (2014) conducted a study on Italian Haute Cuisine which findings suggest that the recombination of processes are a way of innovating by establishing non-traditional combinations using traditional components. Furthermore, this theory has been built on Schumpeter's (1939) argument of innovation is a new combination of components.

These theories are exemplified by Old Schiedam, as the respondent explains how the new micro-firms to whom they sell their final products, innovate by adapting their own ingredients to their purchased product. Moreover, Rutte discusses that their way of innovating with new recipes also involves using the traditional recipes found in family journals and then remaking the recipes in their own way with new ingredients or different production methods. This response aligns with Nelson and Winter's (1982) findings on innovation as recombination of physical materials that were

previously in existence. Nolet explains that their new innovative product, Ketel One Botanicals, was created by using the traditional craft production method and adding different ingredients in order to make the final product. Loopuyt similarly uses the knowledge of producing the traditional London Dry Gin and innovated its production process in order to create the Schiedam Dry Gin. Herman Jansen as well discusses that their way of innovation is also through knowledge building and cross-category production. In this sense, it is argued that the firms found in this specific industry do not face any 'recency bias' (Capaldo et al., 2002) by allowing tradition to have a solid role within their innovation.

The method of search and combine in order to innovate grants a multitude of benefits for the firms in this industry. As argued by Lampel, Lant, and Shamsie (2000), as well as by Lounsbury and Glynn (2001), the benefits that arise from having tradition play a role in innovation (through product, process, recipe, etc...) are that it grants legitimacy, acceptance, and distinctiveness. Similarly demonstrated in Rutte's history, as the respondent explains, the family was able to innovate and distinguish themselves as a brand by incorporating new botanicals within their recipes, changing the way traditional jenever would taste.

Moreover, Herman Jansen discusses that much of the innovation presented in their company was thanks to the younger generation and globalization which allowed tradition to be contested by modern thoughts and ideas. In accordance with the findings of Perretti and Negro (2007), the respondent agrees with the argument that a mix of both newcomers and old-timers does show positive relationships with innovation. In fact, both Loopuyt and Herman Jansen allude to the fact that a strong dose of tradition may slow down innovation, while entrepreneurial and newcomer mentality can succeed at aiding the innovation of the firm instead. According to Drayse (2008), external connections stimulate internal innovation, therefore successful firms are able to take advantage of local assets and expand into external markets. The industry under study in Drayse's (2008) research holds similar characteristics of which have been observed in the gin and jenever industry of Schiedam, further pointing out the potential for success in regards to innovation by adapting to the changing economic environment, an argument that Loopuyt alludes to as well. Moreover, Dunford (2006) explains that in order for a firm in a mature industry to survive in the current economic era of globalization, it needs to apply an 'active adaptation' towards the changing economic conditions. This statement further depicts the argument made by Herman Jansen in regards to how globalization is influencing the innovation process, and therefore the incumbent firms in the industry have to now 'actively adapt' their traditional ways into the changing economic conditions of the global market.

Tying up the results concerning the need to keep up with the rapidly changing economic conditions, while using tradition in order to create added value for new products, the industry seems to reflect the idea of dynamic capabilities as presented by Teece (1986). In fact, the scholar describes dynamic capabilities as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments" (p. 516). While Giddens (1990) builds upon this definition of dynamic capabilities explaining that it plays a vital role in allowing firms to use specific tradition in order to create value for products.

Other ways that the respondents seem to innovate in order to bring back traditional products, such as the jenever, is through their marketing efforts with aims to label the product as premium. As discussed in the findings, many of the respondents mention the re-introduction of the Kopstoot as a promotional tool in their collaboration with bars and bartenders, as well as breweries. To its own degree of innovation, following the concept of innovation within creative industries designed by Wijngaarden, Bhansing, and Hitters (2019), the Kopstoot follows De Massis et al. (2016) argument of Innovation Through Tradition. In fact, the scholars argue that ITT is a strategy that addresses the recency bias by allowing firms to set new product '*functionalities*' based on the reinterpretation of knowledge that comes from tradition. In order to demonstrate how the gin and jenever industry of Schiedam is using ITT to re-introduce their traditional product in the market, the four characteristics discussed by De Massis et al. (2016) exemplify close similarity in correspondence with the case in hand. Firstly, the "sources that come from past knowledge, which includes the tradition of the territory or of the firm" (De Massis et al., 2016: p. 103) is observed within the industry through the jenever product, as well as by the traditional way it used to be consumed. Secondly, "the forms of these past knowledges, whether they are codified (raw materials, manufacturing process, etc...) or tacit (assumptions, beliefs, values, etc...)" (De Massis et al., 2016: p. 97) are both found in the product codification, as well as the tacit involved around the product which has been innovated in order to re-introduce it into the market. As discussed in the findings, the firms are modernizing the way jenever is produced while also experimenting with various botanicals, with the aims to change the traditional assumption towards the product from being a '*cheap*' drink a '*premium*' one.

Although the majority of the theoretical framework focuses on how tradition is used in order to innovate, it is also imperative to observe how the respondents unanimously agree that modern, innovative, products actually allowed to pave way for the traditional products. In fact, many of the respondents mention how it was due to the steadily increasing popularity of gin that permitted the jenever to be popularized back into the market. Further on, as mentioned earlier, tradition had a major role in this as many consumers were curious to find out where the gin derived from, therefore finding themselves discovering jenever. Furthermore, respondents also find that the modern gin

industry influenced the more traditional firms in Schiedam to share knowledge and start to cooperate amongst each other, which will be a topic thoroughly discussed in the next section.



Picture 11 Researcher at the GinFever2019

7.2- At the Industry Level

7.2.1- Structure

In order to understand the results of the dynamics found in the gin and jenever industry of Schiedam, it is imperative to observe the implications of the market structure and the division of the firms within this industry, to clearly demonstrate the distribution and concentration of the firms as presented by Van Witteloostuijn and Boone (2006). In fact, through the responses gathered from the interviews, the market can be divided between family businesses and non-family business, entrants and incumbents, as well as between large corporation and SMEs.

As explained by the respondent of Old Schiedam, all the large corporations in the

industry are family businesses. In fact, the respondent further explains that with being a family business comes a specific customer circle which allows the firm to stay alive in the market. This idea is comparable, as well as contrasting to a degree, to the suggestions made by Van Witteloostuijn and Boone (2006). Even though it is observed that these larger corporations focus on maximizing market reach, and therefore would find themselves in the middle section of the structure, they do also offer a niche product through the portrayal of being a traditional family business. According to Carroll (1985) the 'resource partitioning theory' argues to give a strong explanation regarding the coexistence of a few firms in the market centre (generalists) and the many

firms in the peripheral tails (specialists) within a mature industry. This theory is further supported by the competition for scale in the market centre, and the presence of diverse and unmet preferences found in the consumers which grant the creation of the peripheral tails in the structure. Yet, within the gin and jenever industry of Schiedam, the researcher observes that both large family businesses, as well as the SMEs, seem to offer similar niche products (i.e. craft, traditional, innovative).

The pre-emptive observation made concerning the market structure of the industry at hand fitting Van Witteloostuijn and Boone (2006) idea of a 'tailed resource space,' have been contrasted with the final results of the study. To some extent the industry does feature a "relatively resource-abundant centre of similar or related resources, surrounded by tails of dissimilar and relatively scarcer resources" (Witteloostuijn & Boone, 2006: p. 414) yet, there are a few additional observations.

The resource partitioning theory is grounded on several assumptions. By breaking down a few of the notable assumptions present in the observations of the gin and jenever industry of Schiedam, the following results are concluded:

- 1) Existing heterogenous audience preferences and a clear peak in the distribution of the preferences (Carroll, 1985). In the gin and jenever industry, as observed in Figure 1, the gin is found to have a steady and increasing number of consumption within the industry. With the understanding gathered by the interviews conducted, most of the entrants in the market have chosen to focus their main efforts towards producing gin products rather than jenever. In regards to this assumption, the industry can be divided between the heterogeneous audience preference (the gin) and the more niche product of the industry (the jenever).
- 2) Market divided into centre, near-centre and peripheral sections, each serving a specific group of firms (Carroll, 1985). This assumption, to an extent, is observed within the industry. Some of the entrants and SMEs (Loopuyt, CATZ) are found to be placed in the peripheral section of the market focusing on a smaller consumer reach, SMEs and entrants that collaborated with large incumbents (Bobby's and Rutte) are placed in the near-centre section of the market as they benefit from the consumer base of their larger partners, and the large firms (DeKuyper, Nolet/Ketel One, and Herman Jansen) find themselves in the market centre while aiming to maximize their market reach.
- 3) The resources as finite and niches do overlap across neighbouring sections, but peripheral and centre sections do not overlap (Carroll, 1985). This assumption is not observed in the results of this research, most of the entrants and incumbents, regardless of the size, seem to share a '*heterogeneous*' product (gin) within their repertoire yet produce it in a unique

manner in order to market it as a ‘*homogenous*’ product. Therefore, overlaps in terms of resources are frequent.

Regardless, in the industry, there is a clear combination of a number of ‘specialists,’ as well as a number of ‘generalists,’ in terms of firms with single niche product versus product differentiation for maximizing market reach and shares. The understanding of this analysis regarding the gin and jenever industry of Schiedam shows the fluidity of the market structure and the firms within it. Therefore, the industry can be defined more eloquently as a form of a cluster due to the focus on the *traditional* products rather than be divided into a strict and specifically tailed market structure.

As exemplified by Charters, Spielmann, and Babin (2017) in a cluster the firms offer similar products within the same territory, as it is exemplified in the industry at hand. Moreover, regarding the concept of terroir, which has been previously discussed as an occurrence within this research, it is said that terroir designated products tend to operate in a cluster of firms (Charters and Spielmann, 2014; Fort and Fort, 2006), further demonstrating the similarity observed in the results of this study. Furthermore, for terroir to occur, according to Nalebuff and Branderburg (1997), there has to be cooptation (simultaneous competition and cooperation) within the industry. This idea was also shared by Porter (1998), explaining that for terroir to develop effectively into a cluster, there has to be an interaction between the firms in order to maintain the information-based advantages as a whole. Therefore, the next section will focus on the results regarding these two themes in order to construct the observation of this industry as a cluster.

7.2.2- Cooperation

According to the findings of this research, the extent of cooperation in the industry is limited, even though it should be noted that initiatives for cooperation are still present and observed as increasingly rising. In fact, according to the respondents' concerns towards the tradition of the industry, cooperation amongst the firms was not present in its full history. The recognized ways cooperation that is implemented in the industry, and of interest in regards to the results of this study, are in terms of elevating the shared local product and its terroir, as well as the cooperation between SMEs and large incumbent firms.

7.2.2.1- Cooperation in terms of elevating the shared products & Schiedam

As previously mentioned, the respondents demonstrate a low level of cooperation due to the history of the industry. Recently, initiatives of cooperation have been applied with the aims of promoting local products and the city of Schiedam. The respondents of S'Dam and Old Schiedam both explain that this strategy of cooperation was meant for mutual benefits. On one hand, the city of Schiedam would increase their tourism and revitalize the city through the creation of intriguing content in regards to the tradition of jenever and gin production. On the other hand, the local

production of gin and jenever would increase their market reach by being associated with the rich history of the city and its vital role in the spirits industry. Similarly as discussed by Papadopoulos and Heslop (2003), the origin of the product is vital in creating consumers' perception and behaviour. Moreover, in order to shape these perceptions and behaviours towards the origins of a product, Gabriel and Urien (2006) and Maheswaran (1994) explain that the consumer has to have knowledge towards the stereotype of its origin. The findings of these researches are clearly exemplified in the reasoning behind the strategic cooperation led by the city of Schiedam with the gin and jenever firms.

7.2.2.2- Cooperation among SMEs and large firms

Results of the findings demonstrated another strategy for cooperation within the industry between the SMEs and the large firms. Two of the most exemplifying cooperation are between Rutte and DeKuyper and between Herman Jansen and Bobby's. As observed in the findings, the cooperation between Rutte and DeKuyper was in order for the larger firm to get back into jenever market on a premium level, which as described earlier, is regarded as a way to innovate within this industry. Similarly, Herman Jansen's decision to work with Bobby's was due to their innovative approach in regards to the products offered in the industry. Moreover, the respondent also notes that other large traditional firms are starting to create similar cooperation in order to innovate their own firm.

The respondents of Rutte and Herman Jansen also agree on the fact that, in terms of the future of the industry, the traditional firms have to start to cooperate at a higher degree. Further explaining that the new globalized and modern approach permitted a shift to occur in the market which allows for cooperation incentives to be implemented within the industry. This globalized and modern approach is also observed amongst the entrants in the industry. In fact, these results support Teece's (1992) argument regarding cooperation with innovative entrants permitting incumbents to modernize and renew their business. Moreover, the observations of the gin and jenever industry support the findings by Dyer and Singh (1998) and Lavie (2006), explaining that incumbents find it advantageous to work with the entrants' new knowledge, while the entrants have the incentive to exploit the incumbents' assets in order to create a collaborative synergy of exploitations.

As explained by Porter (1980) this strategy is commonly found to occur amongst the general firms characterized as polymorphs. The approach of this strategy, is to implement a multiunit strategy in order to focus on locally adapted aspects, scale economy, and differentiated subunits to increase market power (Usher, 1999). On the other hand, as demonstrated by the response of Rutte and regarding Bobby's, the specialist firms also find great benefits in cooperating with the large incumbent firms. In fact, the respondent of Herman Jansen explains that Bobby's decision to work

with the large firm was due to it being a traditional family business, thus aligning with the sentiment regarding peripheral tail firms of the market leveraging the specific social identities as a source of authenticity and legitimacy for competitive advantage (McKendrick & Hannan, 2014; Sine & Lee, 2009; Verhaal, Khessina, & Dobrev, 2015; Weber, Heinze, & DeSoucey, 2008). Moreover, the response that is given by Rutte regarding the consumers' concerns for the loss of authenticity in the product after the company was acquired by DeKuyper, aligns with Verhaal, Hoskins, and Lundmark (2017) suggestion that the successful growth of these peripheral firms may actually sabotage the credibility of their authenticity. Although, as the respondent from Rutte mentions, the outcomes of this acquisition did not result in any loss of authenticity or credibility, further going against the findings in regards to the negative effects of growth for peripheral firms made by Fosuri et al. (2016).

The results of this research may also eloquently follow the findings of Swaminathan (2001) study which suggests that with the economic growth of the peripheral firms, the larger firms in the market centre may decide to exploit these firms through acquisition and cooperation, in order to tap into the peripheral consumers. While, on the other hand, the peripheral organization seek cooperation in order to gain new growth opportunities within the market centre without losing their niche position (Verhaal, Hoskins, and Lundmark, 2017). This strategy has been observed in many tradition-based industries (Della Corte, Zamparelli, and Micera, 2013).

The most notable approach taken by the entrants in the market was demonstrated two-fold. The case of Loopuyt follows the findings of the research conducted by Verhaal, Hoskins, and Lundmark (2017), rather than cooperating with a traditional and large firm in the market, Loopuyt positions themselves through legitimacy transfer and effectively engaging consumers with identity-based claims of authenticity in order to increase growth. On the other hand, Bobby's is able to position themselves into the market through 'coopetition' instead (Gans & Stern, 2003; Teece, 1986, 1992), as discussed previously.

7.2.3- Competition

According to the finding of this research, competition was perceived as a historical characteristic in the gin and jenever industry of Schiedam. Therefore, it is imperative to outline the results regarding the industry by observing the internal and external competition.

7.2.3.1- Internal Competition

As witnessed in the findings of this study, competition has been present in the industry throughout its history. In fact, it is expressed that the reason why the firms in the industry do not cooperate well with each other is due to the tradition behind family-owned businesses. Furthermore, this observation is explained to result in a lack of knowledge-sharing among the stakeholders in the

past. The results in regards to the high degree of competition quite eloquently exemplify the suggestions made by Van Witteloostuijn and Boone (2006) regarding competition within a resource based market structure. According to the scholars, the composition of the industry, in terms of the number and size distribution of firms, is vital to the outcomes of competition. Observing the gin and jenever industry of Schiedam as a clustered industry allows for further understanding of its competition, especially concerning the history of the industry. Keeping in mind that at the peak of the gin and jenever industry of Schiedam, the city was represented by around 400 firms allows for the greater demonstration of the high density and concentration which was found in the industry (Van Witteloostuijn & Boone, 2006). Yet, with the density and concentration having significantly changed in present times, as the city encompasses only a tiny fraction of firms compared to its history, its degree of internal competition may as well find similar changes as a result.

Regardless, in recent years the respondents have indeed noticed a decrease in competition among the firms and an increase in knowledge-sharing, mostly due to the popularity of gin brands which has been characterized by the respondents as a very open industry in regards to knowledge-sharing. The majority of the respondent also portray positive outlooks towards greater cooperation in the future in order to create mutual benefits for their firms and the city.

7.2.3.2- External Competition

To a certain extent, the implications of the internal competitions affect the external competition as well. The results derived from the findings of this study demonstrate that cooperation initiative among the firms has been starting in recent years. Despite that, the respondents recognize that the industry is still facing a significant amount of competition, and some degree of neglect towards cooperation is clearly evident. Due to this, the industry in the past has not been able to hold a strong position in the spirits market, unlike the whiskey industry of Schiedam as explained by the respondent of S'Dam. Moreover, according to the findings of the interview conducted with Old Schiedam, external competition is also evident concerning Schiedam's reputation as the jenever and gin city. Regardless of Schiedam having more firms that focus on gin and jenever products, the city of Hasselt seems to be more representative as a jenever city due to the greater degree of promotion created around the tradition of the city. The reason behind the results of this external threat can be explained by the findings from Gabriel and Urien (2006) and Maheswaran (1994) which suggest that the value created for a terroir product is directly reflected by the reputation held by the territory. Moreover, terroir can only be created through cluster and 'coopetition' effort of the firms involved in the industry (Nalebuff & Brandenburg, 1997). Therefore, the instability resulted in accordance with the cooperation and competition of the industry may lead the firms to face a higher degree of external competition.

7.2.4- Inform & Expose

With the understanding of the importance in regards to promoting the terroir for the majority of the firms in this industry, it is also imperative to reflect on the resulting missing piece of the puzzle highlighted in the theoretical framework. According to Charters and Spielmann (2013) the concept of place attachment, or terroir, creates a form of two-tier branding structure. On the one hand, individual organizations benefit from their own identity, which the respondents demonstrate to do as previously discussed. On the other hand, the second tier benefits of place attachment and terroir are the collect territorial brand. This second part results as presently missing within the Schiedam gin and jenever industry, as discussed earlier in the dynamic of the industry. Charters and Spielmann (2013) explain that the use of territorial brands must keep into consideration the numerous actors within the territory, as they collectively shape the consumers' perception. The brands are not deliberately created by a single firm, but rather evolve over time through a collective effort and co-creation. Regarding this case study, the lack of cooperation may suggest an impediment in the value creation towards the terroir the industry represents.

In order to protect the industry from external competition, as well as allow the firms to hold a stronger position in the market, the research found that cooperation initiatives were recently implemented with the aim to inform and expose the local product to a larger market, appealing to the findings by Charters and Spielmann (2013). According to many of the respondents, a subsidized project from the European Union has been recently created with the purpose of promoting the jenever as a category in the United States. Moreover, the Distillers Academy organized by S'Dam was thought out in order to promote the local products, as well as the city of Schiedam. In addition, the Jenever Museum also finds it vital to cooperate with the firms in the industry and further inform the public about the rich tradition that the city holds in regards to the gin and jenever industry. All these observations found in this research exemplify the industry's initiative to achieve what Nalebuff and Branderburg (1997), Gabriel and Urien (2006), and Maheswaran (1994) described in their findings concerning clusters and the success of terroir. The results of this research demonstrate a common sentiment by the majority of the respondents for future cooperation in order to promote the products and the city of Schiedam, as the consumers seem to have a lack of knowledge regarding either. Therefore, with the newly implemented initiatives for cooperation with aims to inform the public about the rich tradition and history of Schiedam, as well as the subsidized project created to promote jenever as a category, may result in greater benefits for the industry in the future.

7.3- Additional Reflection

With the gin resurgence and the jenever resurrection, the city of Schiedam has also resulted in a period of revitalization. As observed by the respondent of S'Dam, the number of visitors in the city has exponentially increased since the notoriety of its local products. Moreover, this increase has



Picture 12 S'Dam

also been witnessed by the respondent of Old Schiedam, especially concerning the number of visitors at the Jenever Museum. One of the major reasons for this revitalization was argued to be the presence of the gin

and jenever industry in Schiedam. In accordance to this argument, the findings conducted by Rojak and Cole (2015) express that the clustering strategies implemented by creative industries (especially focused on craft and local beverage) help the boosting of neighbourhood revitalization, preserving the historic structure, and connecting with the local community. Furthermore, the scholars also discuss that the preservation of local history is key to the maintenance of place identity and avoiding 'generica.' In fact, as explained by Flack (1997) the neo-localism is characterized by the seeking out of unique and local culture, which can be depicted by the history of gin and jenever in Schiedam. The results of this neo-localism are a response to the perceived homogenization created by the economic and cultural globalization which has led consumers to search for local products with specific origins (Elaydi & McLaughlin, 2012; Ger, 1999; Seidenfuss et al., 2013). This sentiment, which is strongly reflected in the results found within the gin and jenever industry of Schiedam, further demonstrates the role that tradition may play in revitalizing the city. Therefore, the gin resurgence and the resurrection of the jenever could be depicted as leading actors in the revitalization of Schiedam.

8.0- CONCLUSION

The gin and jenever industry of Schiedam has faced a turbulent environment throughout its history in response to the rapid economic changes of the spirits market. Presently, a gin and jenever resurrection have occurred, allowing the industry to hold a presence back in this market. Moreover, in recent times consumers have been increasingly seeking the need for niche products in terms of craft, innovative and traditional, as well as wanting to discover the story behind the products they purchase. This newly-found consumer interest has influenced firms within the cultural industries to transition into marketing and producing goods that fulfil such needs. A study focusing on the gin and jenever industry of Schiedam seemed imperative to conduct for current relevancy. Therefore the research question formulated for the thesis in hand was:

What role does tradition have in the gin and jenever industry of Schiedam?

In order to fully comprehend the conclusions made in regards to this main research question, the answers to the sub-questions created for more specific understanding have been summarized.

The research found that place plays an important role for the firms in the industry. The reason behind this is due to the tradition that is ingrained in the history of Schiedam in relation to the gin and jenever industry. Regardless of being an incumbent or an entrant in the industry, all the firms find it of value and proudly display the place of origin on their product. Moreover, it is concluded that place allowed for better contribution to the story intended to be portrayed by the firms to the consumers.

Moreover, the concept of story is intertwined with the reason why tradition is implemented in the process of spreading knowledge for the firm's product. In fact, the results find that since the modern consumer is increasingly more interested in knowing the story behind what they purchase, the tradition involved in this particular industry allows the firms, as well as the city of Schiedam, to have the perfect story for the consumer. In addition, since the jenever is portrayed as being an unknown product outside of its region of origin, the stakeholders in the industry find it essential to use this story in order to promote the product to the global market.

With aims to keep up to the rapidly changing economic environment, while not deviating away from the value entangled with the tradition and its authenticity, many of the firms in the industry find it useful to innovate in diverse ways by building on top of their tradition. Whether it is the production method, the business model they use, or the product itself, all of the stakeholders involve the use of tradition as a base for their respective innovations. This grants the firms the benefit to retain the value created from tradition while differentiating themselves through their own innovation.

The most noticeable negative role tradition has in the industry, as demonstrated in the discussion of this study, is in the dynamics between the firms. In fact, it should be noted that along with the many benefits tradition may have for the firms, if it is implemented too drastically, it may result in putting constraints to the industry. As it is observed within this case study, the extreme use of tradition has impeded a number of the firms to cooperate throughout the majority of its history.

Overall, according to the summarized answers to the sub-questions, the vital take away in regard to the main research question is the following: (1) tradition helps the firm to create a story; (2) tradition allows for a product to be marketed as a niche; (3) tradition adds value, authenticity, and legitimacy to a firm; (4) tradition can be successfully used in a firm's innovation in order to differentiate and keep a strong position in the market while maintaining its traditional value; (5) tradition permits the creation of a cluster to be formed, which in return, as a cooperative approach it can add more value to the mutual products; (6) if too heavily implemented, tradition may deteriorate any cooperation efforts and weaken market position for the terroir.



Picture 13 GinFever 2019

8.1- Recommendations for the Industry

According to the discussion of this study, as well as the findings highlighted from the scholars in the theoretical framework, the research proposes that a stronger implementation of cooperation among firms, in relations to the mutual products and the city of Schiedam, may benefit the industry in terms of value creation. With high hopes for the success of the subsidized jenever project conducted by the European Union, the Distillers Academy led by S'Dam, and the Jenever Museum's efforts of informing the public about the rich tradition and history involved, the industry seems to have taken a big step towards becoming a prominent cluster. Regardless, the researcher

recommends to maintain and strengthen this effort of cooperation in aim to mutually benefit all the stakeholders involved and enhance the value and shared-knowledge in regards to its terroir.

Furthermore, the researcher had the chance to attend this year's GinFever 2019 festival located in Schiedam's Jenever Museum. During the event, the researcher was able to converse with various consumers and micro-firms involved in the gin and jenever industry of the Netherlands. The observations made during this event allowed the study to conclude that an entrepreneurial interest in this particular industry is indeed been increasing in recent years. Therefore, it is quite imperative to observe how the results of this study, especially focusing on the cooperation between traditional incumbents and innovative entrants, may allow for a more successful future for the industry in comparison to its past, with aims of bringing the products back into the global market.

8.2- Implications for Theory

The interview with Old Schiedam, as well as the researchers' participation at the GinFever 2019, allows for a further theoretical approach to be implemented. The researcher came to the interpretation of Old Schiedam's response, regarding their cooperation with micro-firms, to hold a



Picture 14 Micro-Firm at GinFever2019

high degree of similarity to the discussion of the 'makers movement' (Browder, Aldrich, & Bradley, 2019). According to these scholars, the features that characterize this movement are "knowledge creation and sharing spaces" which lead to the democratization of invention and innovation and allow for "makers to commercialize their projects and act as producer-entrepreneurs in the sharing economy" (Browder, Aldrich, & Bradley, 2019: p.459). In fact, the micro-firms described by Old Schiedam, as well as the micro-firms observed during the GinFever 2019 held in the Jenever Museum of Schiedam, quite eloquently demonstrate the social dimension recognized as a distinctive feature of this movement. The social dimension is

described as "individuals and groups of user-producers who gain access to advanced technological tools and create their own material artefacts" (Browder, Aldrich, & Bradley, 2019: p. 463).

Further on, other similar characteristics that were observed in the industry were the collocation of makers as a physical and psychological dimension. For example, the geographic proximity is thoroughly found in the gin and jenever industry of the Netherlands has resulted in this study, by the fact that these firms cluster within a specific location, Schiedam in the case of this research. Furthermore, the cognitive proximity was presented in the GinFever 2019 where the physical access allowed for "socialize emerging relationships, connecting makers to others in the local community through communal access to tools and resources" (Browder, Aldrich, & Bradley, 2019: p. 466). The knowledge creation and sharing spaces which transcended organizational boundaries were observed by the mix of individuals found at GinFever 2019 which included firms, suppliers, and customers (Browder, Aldrich, & Bradley, 2019). Further similarity observed was the degree of "collaborative nature of maker culture... eager to share their stories" (Browder, Aldrich, & Bradley, 2019: p. 473) found at the GinFever 2019, alluding to the fact that entrepreneurs and SMEs, who are perceived to assume a more collaborative nature than the traditional family firms, may be facing a makers movement within this particular industry.

8.3- Implications for Entrepreneurship in Alcoholic Beverages Industries

The researcher's interest in the beverage industry started in the early months of Spring 2018. As an entrepreneurial activity, the researcher and his business partner embarked on a journey with the dream of creating an innovative distillate from the agave plants found in Sicily. The liquor would have been created in order to follow the ideas of the tradition of the terroir in terms of raw material and the imagery of cultural heritage. In fact, the agave plant, from which the distillate would be created, has been notoriously found around the region of Sicily. After the distillation of the agave, an infusion of three separate botanicals would be applied in order to create three separate products. These botanicals would be oranges, lemons, and figs, all of which also are known as traditional fruits in the region. Moreover, the bottling of the liquor would be shaped and design in accordance with the ancient amphora found in the terroir's history. Lastly, the name of the brand will be 'Zamma' an abbreviation from Zamma, the Sicilian word for agave.

The findings in this research have demonstrated that using tradition based recipes and images while implementing them correctly and keeping in mind innovation, allows a firm to place their product in a specific geographical and temporal location, making it unique and irreproducible. Moreover, this production strategy allows the entrepreneurial firm to tap into a specialists market while differentiating themselves from mass-market firms, with whom it would be hard to compete. Lastly, if the firm shows successful results within the peripheral tail of the market structure, it can further benefit from an acquisition or merger with a larger firm, allowing for a greater market reach to be presented for the entrepreneurial firm.

8.4- Limitations and Further Research

This study presented a case focused on the role that tradition has in the gin and jenever industry of Schiedam through the interpretations obtained by its major stakeholders. However insightful, the results of this study have to be perceived as unique to this particular industry, location, and sample investigated. The transferability of the results obtained for this study may be inadequate to compare with other terroir and industries due to the particularities of this case. Regardless, the researcher does find that the methodology used in this study can be transferable to similar research. In addition, varied results would be imperative to have, in regards to similar cases, to allow for a more accurate and extended understanding on the role tradition plays in the cultural industries, specifically in the food and beverage industry.

Furthermore, despite being able to gain insightful results from the majority of the stakeholders in this industry, the sample size used for the study at hand was not as complete as the researcher would have hoped, due to time constraints and lack of responses. Future research concerning this case study would benefit from the implementation of interviews conducted by a representative from each of the firms found in the industry. Based on the findings of this study, stimulations for further research regarding this specific case have also been prompted. As the additional reflections found in the discussion suggest, a study focusing on the effects that the clustering of the gin and jenever industry, as well as the role of tradition, may have on the city of Schiedam would be perceived as highly relevant. Moreover, investigations centred on the role of SMEs and entrepreneurs in the gin and jenever industry of the Netherlands, in regards to the theory of the 'makers movement' (Browder, Aldrich, & Bradley, 2019), would be an interesting approach to take for future studies.

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APPENDIX A

Interview Guide

1. Could you tell us a little about _____ and its history?
2. What's the size of your company?
 1. How about regarding number of staff?
 2. And the output production?
3. What are the advantages of having your company located in Schiedam?
 1. Are there any disadvantages?
 2. Does having a distillery of gin/jenever in Schiedam affect the legitimacy of the company in comparison to elsewhere in The Netherlands, or perhaps the world?
4. Does tradition have a role in your company?
 1. How?
 2. Does tradition play a role in your innovation?
5. Is authenticity something your company strives for in their image?
 1. If so, how does the company manage to portray authenticity?
 2. If so, is there a collaborate effort between the distilleries to maintain a certain image of Schiedam?
 3. If not, why doesn't?
 4. If not, do you believe the other distilleries in Schiedam strive for authenticity?
6. How would you describe the dynamics with and between the other distilleries in Schiedam?
 1. Do you ever cooperate in any way with other distilleries? How?
 2. Do you ever compete in any way with other distilleries? How?
 3. Do you think there would be any benefits or pitfalls in doing so?
7. What do you believe are the main factors that influence the growth of your company?

APPENDIX B

Thematic Map

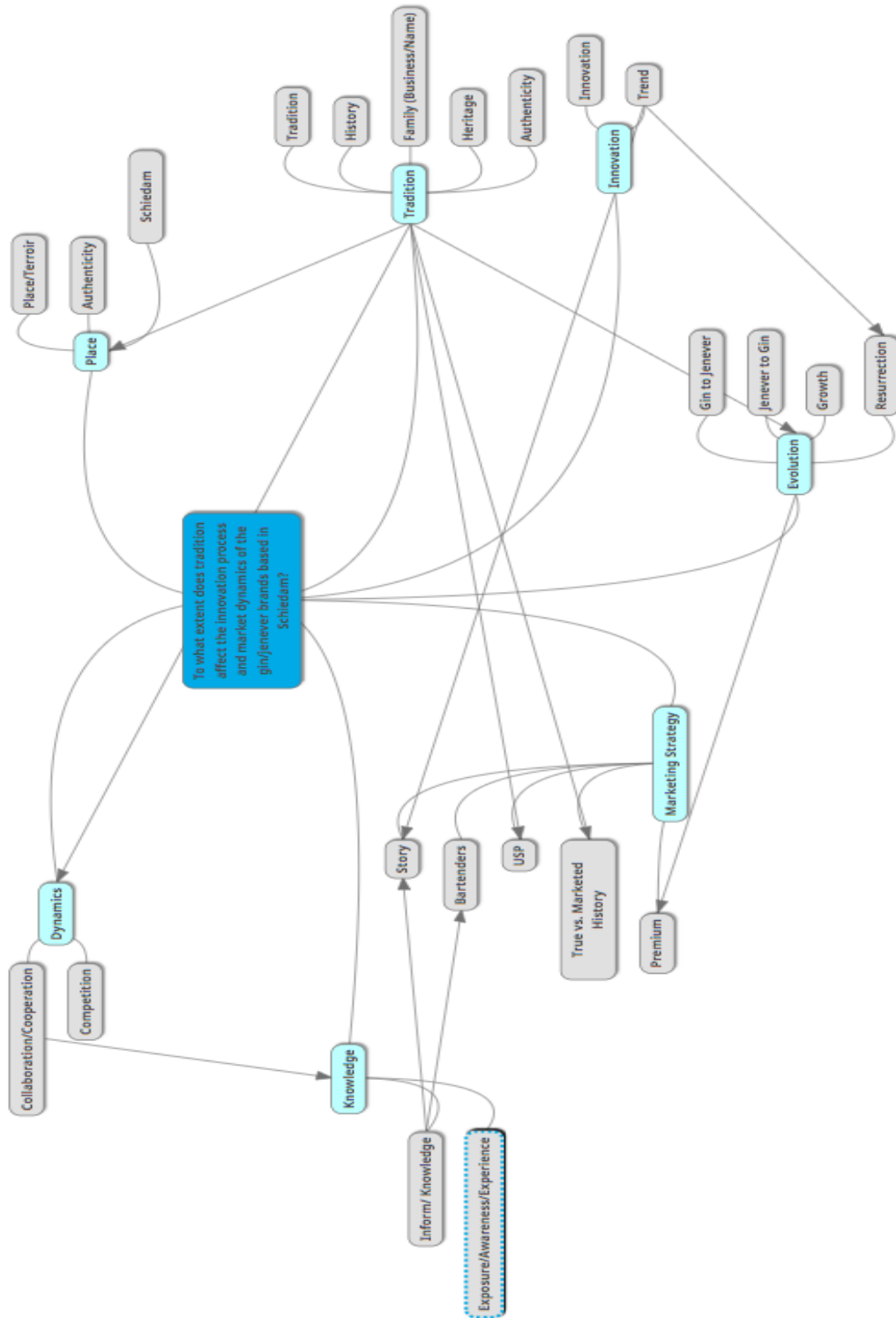


FIGURE 1

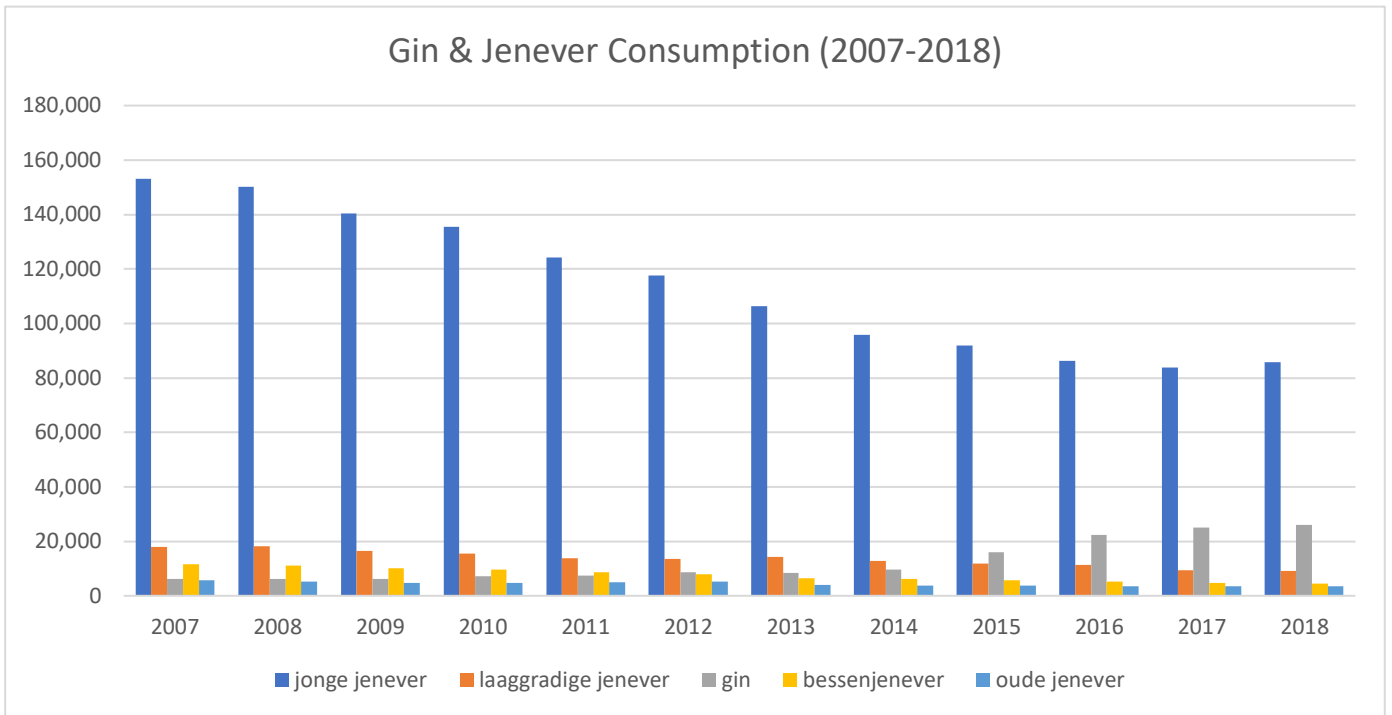
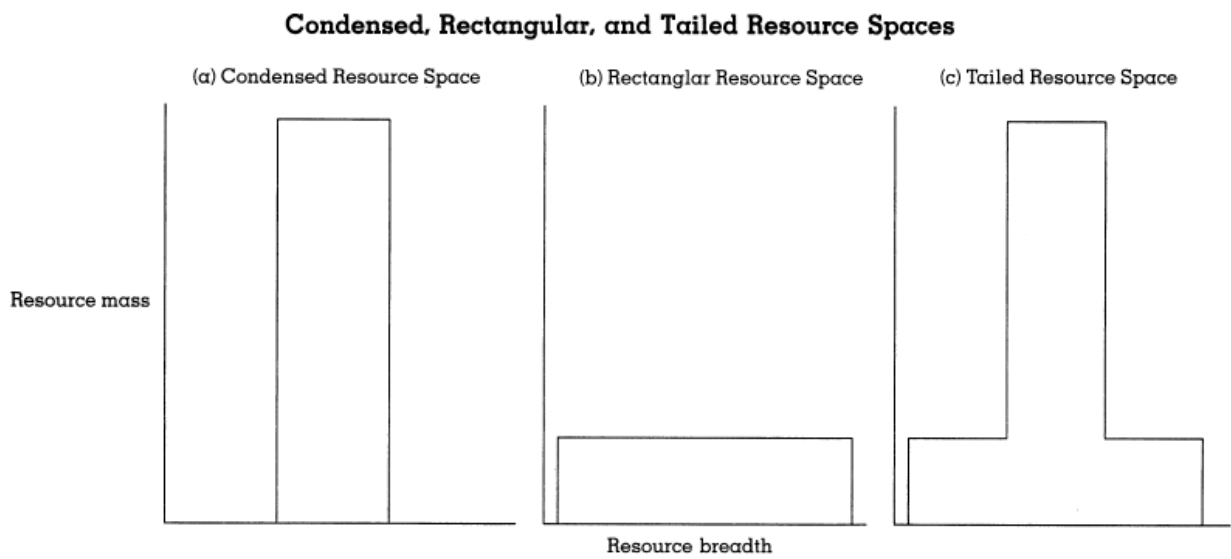


FIGURE 2



(Van Witteloostuijn & Boone, 2006)

TABLE 1
Four Ideal-Type Organizational Resource Strategies

Niche	Product	
	Single	Multiple
Narrow	Single-product specialist	Multiproduct specialist
Broad	Single-product generalist	Multiproduct generalist

(Van Witteloostuijn & Boone, 2006)

TABLE 2

Interview	Firm	Role	How	When	Duration
1	Loopuyt	Owner	In person	4 th of April 2019	1hr 30min
2	Herman Jansen	New Projects & Analyst	In person	18 th of April 2019	2hr
3	Rutte	Master Distiller	In person	24 th of April 2019	1hr 30min
4	S'Dam	Director	In person	25 th of April 2019	1hr 30min
5	Nolet/Ketel One	Director Development & Communications	In person	30 th of April 2019	1hr 30min
6	Old Schiedam	Distiller	In person	30 th of April 2019	1hr
7	CATZ Distillery	Owner	E-Mail	27 th of April 2019	--

TABLE 3

Themes:	Theoretical Codes:	Emerging Codes:
<i>Dynamics</i>	Cooperation	
	Competition	
<i>Tradition</i>	Tradition	
	History	
	Family (Business/Name)	
	Authenticity	
<i>Innovation</i>	Innovation	
		Trend
		Jenever to Gin/Gin to Jenever
		Premium
	Growth	
<i>Knowledge</i>		Story
		True vs. Marketed History
		Inform/Educate
		Exposure/Awareness/Experience
<i>Place</i>	Place/Terroir	
	Schiedam	
	Authenticity	